

PRINTERS' INK

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VOL. CLVIII

NEW YORK, MARCH 31, 1932

No. 13

Bon Ami's Success Made with Few Salesmen But Big Advertising

Relies upon Consumer Demand to Keep Sales Up

An Interview by Andrew M. Howe with

H. D. Crippen

President and General Manager, The Bon Ami Company

THE Bon Ami Company showed a gross profit of \$2,772,165.53 on sales last year. Its net profit, after all charges, was \$1,272,776.20.

This sizable business is the result of selling one product which is sold in only two forms, powder and cake. The surprising thing is that the company employs only seven salesmen.

To advertising goes a major share of the credit.

"Bon Ami is a consumer demand product," says H. D. Crippen, president and general manager of the company. "Advertising is the only means we have of increasing its sales. We spend, therefore, a percentage of our sales for advertising that might seem to be unusually large to other companies. But we feel that our major promotion efforts should be concentrated on the consumer. We find that seven salesmen are sufficient to cover our jobbing trade and we depend upon the jobbers to build up and hold our retail trade.

"It is up to us to keep the name 'Bon Ami' before the consumers, and never let the women of this country forget that Bon Ami cleans more easily and quickly and that it 'hasn't scratched yet.' Through our advertising we maintain this consumer demand at a high peak.

"Just as our salesmen are trained not to use high-pressure methods on the jobbers, so our advertising

does not attempt to force sales. A woman has certain uses for a cleanser in her home. If she is not a Bon Ami user our advertising may convince her that she should buy one of our packages either for her bathroom or kitchen. We can't expect her to go running around the house, however, with a can in her hand looking for places to use it.

"With many a product it is possible to educate consumers to use it more often than they do. A macaroni advertiser, for example, may be able to get a family to eat macaroni three times a week instead of two. But the possibility of getting women to clean their bathtubs or their sinks twice a day instead of once is rather slim. Our advertising, consequently, is designed to get new users and to suggest new uses and continually to remind present users that Bon Ami is a good product which they should continue to use."

In telling of the importance of its advertising, Mr. Crippen said that he could not emphasize too much the fact that Bon Ami believes that its advertising must be continuous and consistent. Inasmuch as it depends upon its advertising to create and maintain this valuable consumer demand, it cannot afford to slow down. The Bon Ami advertising appropriation has been increased almost every

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year since 1903 when the company first started to advertise.

The history of Bon Ami goes back to 1885 when J. T. Robertson first produced Robertson's Mineral Soap at Glastonbury, Conn. In 1891 Bon Ami was adopted as a



H. D. Crippen

name for the product and in 1896 the J. T. Robertson Company was sold to Childs & Childs. The firm name was changed to The Bon Ami Company in 1897. Distribution for this product was obtained slowly with a force of salesmen backed by sampling crews until the company finally felt that, in 1903, it was ready to advertise in national magazines. That year it spent \$68,000. The company went steadily ahead until 1910 when its advertising appropriation was \$114,000. In 1920 the appropriation had increased to \$378,000. This year, 1932, the advertising appropriation is approximately \$900,000. Magazines, newspapers and business papers are used.

As the distributing system was built up and a greater and greater consumer demand was created, the company found that it did not need a large sales force. In 1917 it let all but two of its twenty-five to thirty salesmen go. There was no effect on sales. The money that was saved by cutting down the sales force was put into increased advertising. Eleven years ago the

number of salesmen was increased to seven and it has remained at this figure ever since.

At the same time that the company increased its force from two to seven salesmen, a new policy was adopted of checking jobbers' stocks. The company encountered difficulty in the beginning because jobbers were not convinced that this check was for the purpose of ascertaining the condition of their stock rather than for the purpose of getting orders. The salesmen found that the minimum quantity of Bon Ami which jobbers were required to carry was, in many instances, too large. The jobbers were meeting this situation by waiting before they would order more of either the cake or the powder until the stocks of both were low.

This condition was particularly bad in the South. The minimum order was reduced there and later on was reduced again. The amount of the minimum order has been reduced three times in the South and twice in the North as a result of checking jobbers' stocks.

The salesmen go right into the jobber's warehouse and take an inventory of his stock of Bon Ami. Each salesman is supplied with cards showing the sales record for two years of the individual jobber as well as the sales record of his city as a whole and the State. He knows exactly how purchases compare.

A Check and a Double Check

This system works two ways: It enables the salesman to determine whether each jobber is stocking and selling as much as he should according to past records; it also enables the salesman to determine, on the other hand, if the jobber's stocks are too low, or if he is not getting his share of the business in his territory.

Jobbers now welcome the Bon Ami salesmen because they realize that the company is anxious to help jobbers get a maximum turnover with a minimum investment by keeping their stocks in good order. Not only has the minimum



CHAS. I.
Boston •

CULTIVATE RHODE ISLAND IN 1932

*Don't read this unless
you would profit from*

SELECTIVE Markets!

	Rhode Island	New England	United States
1931 Passenger Car Registrations	+ 0.5%	+ 0.5%	— 2.5%
1931 Commercial Car Registrations	+ 1.4%	— 4.6%	+ 0.4%
1931 Consumption of Gasoline	+ 10.5%	+ 5.8%	+ 4.1%
1931 New Passenger Car Sales	— 12.0%	— 17.2%	— 27.3%
1931 New Commercial Car Sales	— 4.2%	— 6.9%	— 23.6%
1932, Jan. New Pas- senger Car Sales	+ 2.2%	— 8.3%	— 31.1%

*If you would profit from selective markets,
the effective and economical way to reach
them is through their dominant newspapers.*



CHAS. H. EDDY CO. Representatives R. J. BIDWELL CO.
 Boston • New York • Chicago • San Francisco • Los Angeles • Seattle

order requirement been lowered, but the company has increased the number of its warehouses. It now has forty warehouses so that jobbers can buy in small quantities

Look no farther ...for here it is!

Just when you've been looking for! A beautiful cleaner package you can keep in plain sight in your bathroom, always handy for cleaning toilets, bathtubs, tiles, mirrors, windows, metal fixtures, etc.

It's Bon Ami in the big, new de luxe Package for Bathrooms—a package that will harmonize with any color scheme—will accentuate any bathroom! Ask for this beautiful black and gold container at your grocer's. It is the same cleaner that is so popular in the Powder and Cube forms for kitchen and general cleaning.

Bon Ami doesn't leave gritty residues or roughen your hands—and is odorless.



BON AMI
FOR BATHROOMS

*One of the Newspaper Advertisements
Which Brought Immediate Results in
a Large City Where Sales Were Slow*

and get prompt delivery. It is possible to give one-day delivery to most of the jobbers; maximum delivery time is six days.

Most of the time of the Bon Ami salesman is taken up with checking the jobber's stocks and showing him how and why he should keep his stocks clean and up to the minimum. These men do not spend much time selling. In fact, they receive less than one-half of 1 per cent of all orders.

"Our seven salesmen had their first real chance to show what sort of selling job they could do when we brought out our new de luxe package last year," said Mr. Crippen. "They rose to the occasion splendidly. One man sold 90 per cent of all the jobbers in his territory during the introductory period, the poorest showing having been 55 per cent. Repeat orders have been greater than anticipated. The new package, which was especially designed for bathroom use, took hold in the Southwest, much to our surprise, quicker than it did any other place. The cities, where one would naturally expect the demand for an attractive new package to be greatest, were the last ones to show any interest.

Getting the Jobbers' Interest

"One large city was particularly slow. The jobbers simply weren't interested. Finally, we used newspaper space to go direct to the consumer, in addition to our regular magazine advertising, with the story of the de luxe package. This campaign brought immediate results. It is difficult to say whether it was caused by an increase in demand from consumers or whether the campaign caused the dealers and jobbers to anticipate a demand.

"I am inclined to believe that the latter was true. Frequently, when a new item is introduced to jobbers, they do not show any particular interest until they are convinced that the product is to be advertised in their territory. When a campaign starts there is a rush from both dealers and jobbers to get the product in stock before consumers start asking for it."

The purpose of the new de luxe package was to get Bon Ami on display in bathrooms. It was not brought out as a substitute for the old packages which are still being sold. In fact, the new package has not affected sales of the old ones unfavorably. One chain-store organization stocked the new package and pushed it energetically with the result that not only did it sell large quantities of the new

(Continued on page 80)

Here's COLORFUL NEWS FROM IOWA!

The first issue of our regular 16-page Sunday comic section rolled off our new Goss color press with the issue of March 13th.

We, of The Des Moines Register and Tribune, are just a bit proud of our color printing with this new press and feel that the investment is well repaid in excellent reproduction and registration.

Both comic and magazine sections are now being printed on this press.

If you'd like to see a sample of the color work we're turning out here, write us or our representatives listed below.

***Full pages, four colors (comic or magazine section) . . . \$1,250.00**

Half pages, four colors (in comics only) . . . \$675.00

Four color strips, 50 lines deep by 7 columns (in comics only, bottom of page) . . . \$275.00

Reprints? Surely, we're glad to supply them, and we have a merchandising service on four color pages that you should inquire about.

***Page size same as American Weekly**

The Des Moines Register and Tribune

Sunday circulation 214,459, A. B. C.

ASK [I. A. KLEIN, INC., 50 E. 42nd St., New York
GUY S. OSBORN, INC., 360 No. Michigan Ave., Chicago
JOS. R. SCOLARO, General Motors Bldg., Detroit

J. WALTER
THOMPSON
COMPANY

Product research • Study of markets and
merchandising • Complete advertising service in
newspapers, magazines, radio, and outdoor.
An organization of more than eleven hundred
people, located in twenty-two offices in
the market centers of the world

NEW YORK • 420 Lexington Avenue • 1 Wall Street

CHICAGO • 410 North Michigan Avenue

SAN FRANCISCO • BOSTON • CINCINNATI • ST. LOUIS

LOS ANGELES • MONTREAL • TORONTO • London

Paris • Barcelona • Stockholm • Copenhagen • Berlin • Antwerp

Sao Paulo • Buenos Aires • Port Elizabeth • Bombay • Sydney

The Ford Eight Arrives

First Advertisement in 2,000 Newspapers Confines Itself to Plain Facts About New Cars

THE first guns in the new Ford Eight advertising battle were fired Tuesday when full-page advertisements appeared in a list of 2,000 newspapers throughout the United States and Canada.

The second advertisement of the series, timed to appear when the new cars are shown by dealers for the first time, comes out today in about 600 newspapers in 200 cities. Other newspapers will carry this advertisement as additional cars are shipped for further showings.

Apart from the inevitable news interest, the first advertisement was characterized by its simplicity and lack of sensationalism. It was a straight announcement advertisement without any resort to the use of ballyhoo words such as "epoch-making," "a new day has dawned," etc.

The copy confines itself to facts and answers all the questions that the average man has been asking himself about the new car. In doing so it reflects the stability and practical common sense that have been associated with Ford Motor Company advertising.

The first advertisement has no prices and it is said on good authority that Mr. Ford did not definitely determine the price of the new cars until the last moment allowed in order to get the price into the second advertisement.

A feature of the present campaign was the speed in which engravings and electrotypes were made and sent to newspapers. The details of the car were protected with great secrecy until the final moment. The making of the date

set called for work day and night but everything went through correctly and according to schedule.

Dealers were given complete plans for the introduction of a special portfolio. Four-color liter-

ANNOUNCING
THE NEW FORD
V-8 Cylinder



Eight-cylinder, 90-degree V-type, 65-horse-power Engine • Vibratonless
Roomy, Beautiful Bodies • Low Center of Gravity • Silent Second Gear
Synchronized Silent Gear Shifts • Seventy-five Miles per Hour • Comfortable
Riding Springs • Rapid Acceleration • Low Gasoline Consumption • Reliability

New self-heating food/drink foods using
 hydrogel drink capsules with thermoresponsive ... New rice cooking container ... Automatic quick steam ... Thermal insulation ... Gelatinous gloves ... Hair, 1, 1/2, 3 inches, blonde, 2, 3, 4 inches ... Three-dimensional, self-aligning ...

[illegible]

A GREAT NEW CAR AT AN UNUSUALLY LOW PRICE •• FOURTEEN BODY TYPES

GET COMPLETE INFORMATION AND PRICES THURSDAY, MARCH 31, AT ALL FORD DEALERS

**The First Newspaper Announcement Tells Everything
But the Price**

ature was in their hands for the showings. It is reported that the four-color plates were made in four days, the halftones in four hours.

In regard to price, Mr. Ford is quoted as follows:

"One of our objectives has been to develop an eight cylinder engine with plenty of horsepower and yet so simply designed that its simplicity will be as much a feature as its speed and power. That enables us to build and sell it at a price to fit the average present American pocketbooks.

"I'll say candidly we have quit



Thomas in the Detroit News

Milwaukee Now Famous for Its Surplus

IN a hundred newspaper editorial pages and many magazines, Milwaukee, in the past few months has been held up to the nation as a model of municipal government and finance. Many city officials have come to Milwaukee to learn by what miracle this city could end the years 1930-31 with a surplus while other cities have been running in the red.

The significance to business is that the surplus gives Milwaukeeans more confidence, makes it easier to sell them, easier for your advertising dollars to loosen the purse strings. It also reflects a substantial, home-owning citizenry which demands high standards of government in keeping with their standards of living, a stable government in keeping with the stabilized economic life of the community.

In this outstanding metropolitan market The Journal alone does a thorough selling job.

THE MILWAUKEE JOURNAL

FIRST BY MERIT

COVERS MORE THAN 40% OF THE BUYING POWER IN GREATER MILWAUKEE

figuring costs on the car. The more you figure costs the higher the price goes, and this is no time for high prices. Time and money have not entered into our calculations. We have believed it our duty to do everything necessary to start employment again. Now we are ready to go ahead."

Ford is employing 100,000 workmen in his own plants and his manufacturing and assembling plants are supplied by 5,300 other manufacturing plants throughout the country.

Realizing that the eight is the big news, Mr. Ford has subordinated the four in his advertising. For instance in the first advertisement of the campaign the eight gets practically all of the space with only a paragraph being devoted to the four which will be offered in the same models as the eight. Except for the engine there is little difference between the two cars, body and chassis being practically the same.

It is reliably reported that more than 100,000 of the new eights had already been sold, with signed orders in the dealers' pockets, before the prices were announced or the car shown.

Competitors Also Doing Things

Coincident with the announcement of the new Ford has been a concerted advertising drive on the part of Ford's two chief competitors, General Motors and Chrysler.

In another part of this issue of **PRINTERS' INK** is chronicled the story of the General Motors' drive which will be conducted by means of exhibitions in fifty-five cities next week. Another phase of the General Motors' campaign was the million-dollar advertising barrage laid down by Buick with its twelve-word message advising automobile prospects not to buy any car until they had looked at the new low-priced Buick.

Last Sunday the Plymouth Motor Corporation used full-page advertisements in newspapers for a personal message by Walter P. Chrysler. The tenor of this message was that no one should buy a

car until he had seen all of the cars now being offered in the low-priced field. Since a new Plymouth is to be brought out on Saturday this was a definite plea to the public not to be stampeded until it has had a chance to look around.

Gas Industry Plans \$1,000,000 Co-operative Campaign

Plans are now being worked out for an advertising program which will be sponsored by the American Gas Association, New York. At the headquarters of the association it was stated that the program will involve an expenditure of \$1,000,000.

Funds for the campaign are now being raised from among manufacturer members. The campaign will be directed by the manufacturers' section which will have the co-operation of both the publicity and advertising section and the commercial section. John A. Fry, vice-president and general manager of the Detroit-Michigan Stove Company, is chairman of the association's advertising committee. It is anticipated that advertising will get under way about June 15.

D. C. Roads to Manage Norge Advertising

David C. Roads, formerly with the Detroit office of N. W. Ayer & Son, Inc., has been appointed advertising manager of the Norge Corporation, of that city, manufacturer of electric refrigerators.

I. D. Auspitz with Hurja-Johnson-Huwen

Irving D. Auspitz, formerly with the United States Advertising Corporation, has joined Hurja-Johnson-Huwen, Inc., Chicago advertising agency, as director of merchandising.

Silver King Golf Ball Account to Gunnison

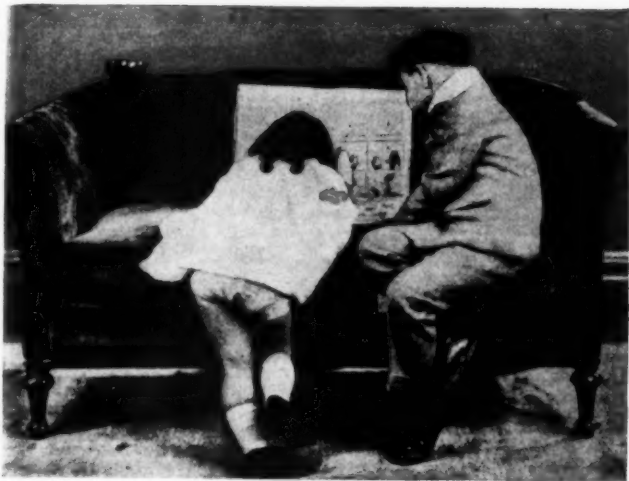
John Wanamaker, New York, has appointed Stanley E. Gunnison, Inc., of that city, to direct the advertising of its Silver King golf balls.

Venida to Cramer-Tobias

The Riesser Company, New York, manufacturer of Venida hair nets and bob pins, has appointed the Cramer-Tobias Company, Inc., of that city, to direct its advertising account.

Joins Empire Service

Charles Bergman, formerly with the New York *Herald Tribune*, has joined the Empire Advertising Service, New York advertising agency.



Reach the Greatest Audience in Michigan Through Its Most Interesting Medium

S TATISTICS reveal the astonishing fact that the Rotogravure Section of The Detroit News is read by nearly a million people in the Detroit trading area each Sunday. This tremendous reader interest is the result of the definite policy of The News to print in this section only pictures of real news interest, or timeliness.

Add to the great reader interest and attention value of The Detroit News Rotogravure Section the fact that The Sunday News has the greatest circulation in Michigan and reaches at least 71% of all the homes in Detroit having annual incomes of \$3,000 or more, it is easy to understand then why this medium has produced unusual results for advertisers.

*New Rotogravure Rates Are Only Slightly Higher
Than Black and White*

The Detroit News

New York

THE HOME NEWSPAPER

Chicago

I. A. KLEIN, Inc.

J. E. LUTZ



because it
RINGS THE BELL

THINGS don't just happen. The best fighter becomes champion. The fastest horse wins the Derby. And the newspaper that sells the most merchandise for the least money ultimately carries the lineage.

There is no fluke to *Chicago Daily News* dominance. Through the long process of years, advertisers have been applying trial and error to

this Chicago newspaper situation and, pie charts and pomposity notwithstanding, it is now recognized that any time an advertiser is out for results—any time he has to get back the money he puts into space *plus a profit*, his one sure-fire buy is *The Chicago Daily News*.

We could bewilder you with conclusive proof—and will, if you insist. But mean-

THE CHICAGO DAILY NEWS
 THE QUALITY QUANTITY COMBINATION

National Advertising Representatives GEORGE A. MURPHY

250 PARK AVENUE

Copyright, 1932, The Chicago Daily News, Inc.

CHICAGO
 Palmolive Building

PHILADELPHIA
 Record Bldg.

DETROIT
 New Center Bldg.

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while consider these two unanswerable facts: *The Chicago Daily News* carries more department store advertising than do Chicago's two daily morning papers COMBINED. And, fact two: *The Chicago Daily News* carries more grocery store advertising than any newspaper in the United States.

If you are still in doubt as to the soundness of putting *The Chicago Daily News* at the head of your Chicago list, before you send out the orders why not write, wire or phone your best Chicago outlet and get the facts? Your biggest Chicago jobber, or your biggest Chicago retail outlet, or the manager of the Chicago chain that buys your merchandise in greatest quantities will tell you that "The one Chicago newspaper that sells the greatest amount of merchandise per dollar invested is, hands down, *The Chicago Daily News*."

If even that doesn't quite satisfy you—then give the Chicago newspaper situation the final and infallible CASH

REGISTER TEST. To wit: run the same size, keyed copy in *The Chicago Daily News* and in any other Chicago paper that occurs to you, or in a group of other Chicago papers—if you please—and then see, for yourself, which one shows the greatest return on the money expended.

Advertisers, both national and local, are coming over to *The Chicago Daily News* . . . because — IT RINGS THE BELL.

CASH REGISTER FIGURES

The merchants of Chicago, in 1931, spent the following amounts per reader in the advertising columns of Chicago's daily papers:

—in THE CHICAGO DAILY NEWS (Eve.)	\$12.32
—in the American (Eve.)	6.66
—in the Tribune (Morn.)	6.50
—in the Herald and Examiner (Morn.)	2.71

The Chicago Daily News carried more DEPARTMENT STORE ADVERTISING than the two morning papers combined. The Chicago Daily News carried more TOTAL GROCERY ADVERTISING than any other newspaper in the United States.

—Authority: Media Records, Inc.

DAILY NEWS

Y COMED EVENING CIRCULATION

presents GE A. McDEVITT CO.
250 Park Ave.

DETROIT Center Bldg.
SAN FRANCISCO
Madison Bldg.

Financial Advertising Offices
NEW YORK 165 Broadway
CHICAGO 29 S. LaSalle Street

Sells the Merchandise

Impressions of Oklahoma City by One Who's Never Been There



What a disappointment the "wild and woolly West" is to Oklahoma visitors expecting to find an expansive desert teeming with whooping cowboys and Indians.

Oklahoma today is as civilized, cosmopolitan and sophisticated as Illinois, Ohio or New York.

Oklahoma City, its capital, chief city and distribution center, ranks 28th in the U.S. and 6th in the South with a \$269,000,000 wholesale business. It has a population of 185,389 drawn from every State in the Union. Its homes, buildings and institutions are new and are furnished with every modern appliance available.

Oklahoma City commands a rich, compact trading area of 26 counties in which live more than a million persons. This market is recognized by most leading adver-



tisers as one of the best sales areas in the country where sales can be promoted profitably and economically at one low advertising cost with the Oklahoman and Times alone.

The DAILY OKLAHOMAN OKLAHOMA CITY TIMES

OKLAHOMA FARMER-STOCKMAN
L. H. H. Special Agency

RADIOPHONE W.K.Y.
Representative

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Back to Homespun

Old, Time-Tested Methods Make Sales These Days When
"Bang-'em-in-the-Eye" Ideas Fail

By John J. McCarthy

Account Manager, McCann-Erickson, Inc.

"IN the last three years, a great many American executives and firms have apparently forgotten that there are millions upon millions of regular folks throughout America who have not, in spite of the Depression, fundamentally changed. Just as before the tickertape went haywire in the fall of 1929, young couples are getting married as usual. Children are being born and reared. Families are in the market for heat, light, food, transportation, recreation, drugs and cosmetics, same as always.

"Executives and firms, who refuse to recognize that the great American Family Scene has not fundamentally changed, are laboring under a certain form of delusion which is as pathetic in a sense as that which gripped the country during the frenzied finance period of 1927-28-29. During this Alpine business era, these same executives and firms really believed that increased sales totals were eternal. Now when they have learned otherwise, they are of the opinion that it is impossible to get more or any business. Hence, why do anything?

The Pursuit of the Unusual

"Else, if they actually do something, they are not convinced themselves that it is worth while. As a consequence, they are constantly switching plans, resorting to stunts, anything unusual which promises to do what they consider now an almost miraculous feat, namely, to increase sales. The homespun idea of developing sales by setting down a promotional program and sticking to it in workmanlike fashion packs no appeal for these executives and firms with the Depression Complex."

The above remarks were made by a nationally known merchandising counselor recently in an in-

formal discussion of the omnipresent Depression question among a picked group of commuters. This group was composed of prominent representatives from a variety of businesses—advertising, the theater, manufacturing, newspaper and chain store.

All Familiar with Examples

Without exception, all the members knew of ravages committed upon morale and sales by those possessed with the Depression Complex and who refused to take some of the time-tried American business remedies to cure their ailment.

"We have several clients," related Strickler, the agency man, "who have changed their advertising, merchandising and sales plans so often in the last few years that right now they're not heading anywhere. In fact, I believe that they don't know themselves whether they are coming or going. Of course, they blame their present state all on the bad business conditions. They have talked themselves into believing that no plan, regardless of its merit, can succeed in these times.

"The obvious truth, as we have attempted many times to point out to these clients, is that they have tried so many different programs but have never given any one a chance to work out. Just as soon as a plan balks a bit the old Depression Nemesis is trotted out, and the plan goes into discard. Somebody hatches a new program on the spot. Everybody gets all hot and bothered about it. Pretty soon, it, too, no longer produces wonders, and out it goes.

"The sad side to the experiences of these particular clients is that all of them have had, at one time or another during the last three years, good, sound advertising and

merchandising plans which, with a little time and patience, would have worked out successfully for them. At least, competitors who adopted practically these same plans, and gave them a chance, found that they did work."

A curious sidelight on Strickler's story was that two of these change-lining manufacturers make basic products which had good sales records even before the start of the big boom in 1927; products with an appeal that a competent manufacturer should be able to sell equally as well in 1932 as he did in yesteryear.

"These manufacturers," continued Strickler, "just won't believe that the simple, convincing copy which helped to move their products off the shelves in the past would work today. Instead, they want the great idea.

"These are hard times. Simple ideas are out of date. People must be jolted into buying their products. These clients demand the kind of advertisements which the boys in the art department design with carpenters' pencils—the big, bold Depression type that will supposedly bat the reader's eye right out. When this style of copy won't sell immediately, another strategy must be essayed at once.

Childish— But Expensive

"If the new style of advertising doesn't work, then the media are wrong. New media are attempted and if they fail to click right off, these clients bounce back to the old media. Handling the advertising of these clients with the Depression Complex is just like playing Ring-around-the-Rosy. Only it is more fatiguing and much more expensive than the children's game."

"The next time you call on one of those searching-for-the-big-idea customers of yours, Strickler," remarked Blevins, part-owner of a chain of neighborhood theaters. "invite him up to see a show at one of our houses. Of course, he will find that our programs have none of the synthetic glory of some of the palatial Broadway movie palaces. He will think that

because we have old-time vaudeville numbers that we are back numbers ourselves. And if you tell him you have a friend in the management, he probably will offer us some of the modern amusement ideas picked up from his last visit to the more elaborate Manhattan houses. He will likely feel sorry for us for not perking up to the times.

"Well, you can tell him right on the spot that we are packing them in at our houses—something they are not doing at these so-called up-to-the-minute places. Furthermore, our prices are not much lower than those at the Broadway emporiums.

So Old They're New

"Right now we are getting the crowds with vaudeville acts which are so old and well-tested as to seem actually new again in this day of talking pictures and novelty shows. It is the kind of stuff which Jim Ordinary and The Missus just naturally like, and which they will pay to see. Their Young Jims and Marys are no different. They're trotting into line to see the second show every evening.

"I must confess that these vaudeville attractions are comparatively recent with us. We had them a few years back, but when talking picture versions of musical comedies came out, we cut out the vaudeville at our theaters. We went in for all the trappings and stunts which the Broadway houses had for luring crowds, and we got crowds for a while. But a few months ago, we were about to close up a number of our houses. However, at a meeting of our directors, one of the directors, an old-time showman, suggested putting back vaudeville acts in addition to the regular talking picture programs.

"Drop the military ushers, the gush about superservice, afternoon teas in the lounge and all that bunk,' this old-timer interjected at the directors' meeting, 'and get back to the fundamentals of the show business. Forget the trimmings. Give the patrons what they

came to see—a real good performance. In all my years in this game, I never found anything better for building up a good bill than a couple of crack vaudeville acts.

"We tried to argue that the day of vaudeville was gone. People wanted brand new ideas, novelties, military ushers and other knick-knacks. The veteran would not be downed. He countered with the statement that maybe people did prefer that type of entertainment when they were not interested in the value of admission money, but in these times when they paid to see a show, they wanted to see one. Vaudeville was a standby that had gone through several panics, and had been the traditional favorite of several generations of theatergoers.

Good Results Followed

"His arguments carried at the directors' conclave. That was four months ago. Attendance picked up surprisingly when we followed his suggestions by cutting out the 'trimmings' and adding some vaudeville acts along with our regular talking picture program. And we are still getting the business. Sure, vaudeville is buckeye stuff, but up at the box-office it has an elemental appeal that lines them up. Apparently when folks are going through a readjustment period, the homey, buckeye appeal looks mighty swell to them."

Blevins' recital of his organization swinging back to old and time-tried policies which had worked while new ones into which they had been driven by panic had failed, elicited similar experiences from other conferring members of the Commuters' Debating Society.

Winsor, a prominent food manufacturer, Hamar, a national representative of a long list of out-of-town newspapers, and Breslin, attached in an executive capacity to the headquarters of a large grocery chain, all recounted examples from their respective divergent fields which paralleled the situations described by both Strickler and Blevins.

"I do not exactly want to make

a plea for the buckeye," imparted Winsor, the food manufacturer, "but I have made some changes in my sales and advertising policies that smack of almost 'before the war' period. These changes have deflated some of the pet merchandising and advertising theories of my younger executives and practically annihilated the personal inflation of many of my so-called star salesmen. Yet I am still spending as much in advertising as heretofore, and I have not made any salary cuts. The results have been very satisfactory.

"I picked up the idea for these changes last summer on a trip to England. I was intrigued by what I thought was the old-fashioned advertising of the British food products.

"Sincerity, simplicity, and friendliness were keynotes of all food advertisements which I read. Many of them recalled to me products which my parents had often spoken about when I was a youngster. None of these food advertisements was of the 'Depression Type' which Strickler described, yet England was really in its thirteenth year of Depression.

The Experience of the British

"It suddenly occurred to me that perhaps the simple, straight selling when the going is hard was the better strategy after all. I discussed this with a number of British food manufacturers, and they smilingly told me that in the early days of their readjustment, they, like us, had resorted to the 'bing, bang, biff' style of selling appeal with the hope that things would brighten up. However, all their experiments proved that the traditional homespun methods, which their customers innately preferred, were more effective.

"When I returned home, I held a regular star-chamber session with my sales and advertising executives. In this session, I resuscitated some salesmen's activities which had not been practiced since 1927.

"For example, during the last few years, the boys who had been

calling on the retail trade were no longer interested in the fundamental services of assisting the dealer with making up his circulars, checking closely on his window display, and keeping tabs on when we would get a display of ours in the dealer's window. Saturday demonstrations whereby our salesmen assist retailers in selling, and, at the same time, demonstrate our product, had simply gone by the boards. Our sales executives and salesmen evidently had taken the view that the five-day week had been universally adopted.

Content with Crumbs

"The plan of a salesman calling upon every possible outlet in his territory was simply out of date. I found some beautiful examples of high-spotting. Our sales force had certainly discovered that the free and easy tactics of 1927-1928-1929 were out, but it never dawned upon them to go back to their selling methods of pre-prosperity days. They had frankly quit trying to develop sales, and were seemingly content to pick up the few crumbs of orders handed to them.

"We re-examined our advertising in the same thorough fashion. In going over the proofs of our last two campaigns, and matching them with the advertisements which we had produced a few years ago, we found that we had drifted considerably from the basic copy story which made our advertising productive in the past—the appetite appeal. We had dispensed with our traditional color treatment of tasty dishes, and gone into a tricky black and white photographic style. The present copy was handled exceptionally well but the message was too subtle. It bordered on the present popular scare model. You know the type—the housewife better buy our product, else her husband and children are liable to get lockjaw.

"Swell stuff, but contrasted with our old four-color advertisements in which the food looked so life-like and delicious that you almost wanted to take a nibble, it did

not pack the same sales punch.

"Consequently, we have stopped the scientific crusade in the interest of the prevention of lockjaw among husbands and children, and gone back to selling food."

That the larger grocery chains have annexed and are now following some of the long-standing policies which made the independent grocer such a factor in getting the trade of the neighborhood was disclosed by Breslin. He intimated that the last few years have convinced the chains that if they are to build up strong neighborhood patronage, they must go into a locality for keeps and have something to offer besides price.

"In the past," confided Breslin, the chain-store executive, "it was our policy to open up a store in a neighborhood. If it didn't work in jig time, it was closed. The initial investment was not heavy, and we tried our luck in other localities. Now when we decide to open a store our investment is heavy. Often, we erect an entirely new store building, and put in costly fixtures for complete meat and grocery retailing. We install a type of manager of the style of the old successful independent grocer. It is up to him to get the confidence of the neighborhood.

"Confidence in a grocer is a necessary and vital asset whether Wall Street is having a picnic or a panic. Women as buyers do not primarily change either in good times or bad. They are the perennial shrewd buyers.

"Consequently, with these new stores, our managers are doing a fundamental merchandising job, the depression regardless. They are not trying any hypodermic, high-pressure selling but are following the simple old-fashioned rules of the successful neighborhood grocer: Stability and permanence of location. Some good daily leaders. Attractive displays. Permitting women to do their own buying, and refraining from suggesting too many items to them. In other words, the identical merchandising methods my father employed in his own grocery some thirty years ago."

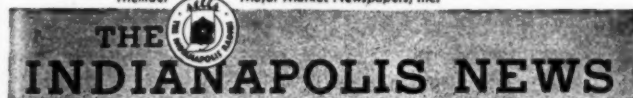
The Indianapolis Radius is an ideal TEST MARKET

First off, the Indianapolis Radius is big enough to thoroughly test your product, package and advertising appeal. At the same time, it has all those characteristics of the smaller market that make for economy in selling costs. It is compact, stable and essentially home owning. It is 92 per cent native born white, and 98.7 per cent literate. Purchasing power is well balanced, and there are fewer of the extremes of poverty and wealth.

Advertising costs are lower, too. Because a single newspaper, The News . . . first in advertising in Indianapolis for the past 37 consecutive years . . . gives you a thorough coverage of the market's purchasing power. When you concentrate in The News in Indianapolis, you get volume sales . . . economically. Which means . . . greater profit.

Member

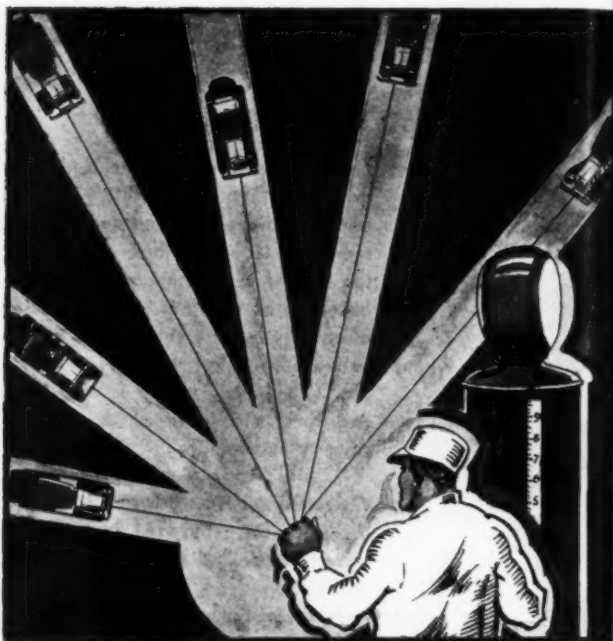
Major Market Newspapers, Inc.



New York: DAN A. CARROLL, 110 E. 42nd St.

Chicago: J. E. LUITZ, Lake Michigan Bldg.

Standard Oil of Indiana Goes M



THE BOONE MAN REPRESENTS
21 HEARST NEWSPAPERS

DAILY

New York Journal
Albany Times-Union
Syracuse Journal
Rochester Journal

Boston American
Baltimore News
Washington Times-Herald

Atlanta Georgian
Chicago American
Detroit Times
Omaha Bee-News

SUNDAY

Boston Advertiser
Albany Times-Union
Syracuse American

Rochester American
Detroit Times
Omaha Bee-News

Baltimore American
Washington Herald
Atlanta American

CA

ROD

HEA

Boston
Rochester

MODERN

etroit methods always have overcome obstacles, and always will. The Standard Oil Company of Indiana is, itself, the best exemplification of this truth.

the city of Chicago, during 1931, in the face of declining business conditions, Standard Oil brought thousands of *new* customers into its Red Crown filling-stations.

they adopted modern methods, they kept key with modern times. They gave their attendants a personal acquaintance with every *new car owner* within the district covered by every Red Crown station. They aroused public interest with four-color

advertising in the Chicago American. They followed, by mail, thousands of new-car buyers whose names were furnished by the Rodney E. Boone Organization and allocated according to our Sales Control Manual.

Equally successful campaigns have been carried out by many other concerns who availed themselves of color copy in the Chicago American and the New York Journal, and by the powerful merchandising help of any of twenty-one Hearst newspapers in eleven dense markets of 23,000,000 people.

Details of this *present-day* selling are interesting.

CALL THE BOONE MAN



RODNEY E. BOONE ORGANIZATION

A UNIT OF

HEARST ADVERTISING SERVICE

New York

Boston	Chicago	Detroit	Philadelphia
Rochester	Cleveland	Atlanta	San Francisco

Worcester, Massachusetts

With 6.65% of the population, New England has over 9% of the country's income tax payers and 10% of those who pay taxes on incomes of \$10,000 and over. (Latest available figures)

5,353 REPLIES FROM ONE SUNDAY TELEGRAM ADVERTISEMENT

On Sunday, February 28, on page ten of the third section of the Sunday Telegram, there was announced a prize contest in the form of a page of 42 small unsigned advertisements. Each of these 42 bore a key symbol which was duplicated in a regular, signed advertisement of the same advertiser elsewhere in the same paper.

Three cash prizes totaling \$25 were offered to the readers who most accurately, neatly and efficiently filled in on the Contest page the correct names, addresses and lines of business of the 42 "blind" advertisers. To secure this information readers had to search the Sunday Telegram from cover to cover.

Within three days 5,353 persons—more than 10% of the Sunday Telegram circulation—had mailed in entries for this contest. More than 80% of the contestants were ADULTS. Both the newspaper and the sponsoring stores were swamped with telephone calls asking more detailed information on firm names, etc.

Sunday Telegram circulation is RESPONSIVE CIRCULATION—and it covers 7 of every 10 homes in Worcester on the day when most families have most leisure to read advertising and make up shopping lists.

Average Net Paid Circulation for the Year 1931

OVER 53,000

THE TELEGRAM-GAZETTE

Worcester, Massachusetts

George F. Booth, Publisher

Paul Block and Associates, National Representatives

New York · Boston · Chicago · Detroit · Philadelphia · San Francisco · Los Angeles

Some A B C's of Sales Management

This Company Lets Salesmen Help Plan the Products They Have to Sell

By Norman L. Stevens

Vice-President, William L. Gilbert Clock Company

IF you have traveled around the country recently you've seen them sitting in hotel lobbies; fine, aggressive fellows, most of them—but licked.

They are salesmen and they have been licked not only by the force of depression circumstances, but also by management. The exasperating phase of the situation is that just when the country needs these men at their best they are slowly slipping into their worst.

Our company is perhaps more sales-minded than almost any other company with which I am familiar. However, the fact remains that by being sales-minded last year we were able to operate our factories full time and show the biggest sales year in the company's history.

We have a comparatively small force—twenty-one men divided among key men and juniors. All of these salesmen—key men and juniors—have a great deal to say about the company's sales policies.

For instance, we have just finished a special drive on a certain product which required an investment of more than \$100,000 before a single unit of the product was sold. We were willing to make this investment and looked upon it as an investment and not a gamble because our salesmen had okayed the product.

This particular clock was originally designed at the factory but even here the influence of the sales department, through reports, etc., made itself felt. When we had designed the best clock for the purpose as well as we knew how, the salesmen were called in and shown the first model. We then went into a huddle.

First, the salesmen were asked if there was anything wrong with the clock. They were almost brutally frank in their comments and together we tore the model down and rebuilt it. One salesman's suggestion, for instance, resulted in sav-

ing us about 2 cents per clock in manufacturing costs and, at the same time, gave us an angle on design which became its biggest sales asset.

When we had finished our discussion we had a product that every salesman said would be a big seller in his territory. We then asked them what price they could sell it for and how many they could sell. Finally, when we had finished our discussion we had a product they could sell that was priced right. We went ahead with our production plans and within a month the salesmen were on the road on a special campaign. Within four weeks after they went on the road, they had sold out the entire production of this clock and were ready to clear the decks for a new sales drive.

A Phone Call Saves a Cent a Clock

Here, I might interpose an interesting sequel to our original sales conference. Several days after the salesmen had gone back to their territories, I received a telephone call from our salesman in Pennsylvania. He told me he had just been talking with a fabricator of one of the raw materials that went into the manufacture of the clock and found that this fabricator could furnish this material at a better price than we were paying. I suppose he wasted half a day so far as selling was concerned, but he saved the company more than a cent a clock by that half day.

We have been asked, on a number of occasions, what we believe to be the A B C's of sales management. To me, it seems that I have just outlined the A B C's. They are:

- (A) Let the salesman participate in the planning of the product;
- (B) Let him participate in the pricing of the product;
- (C) Let him have a voice in determining how much of the prod-

uct he can sell in his own territory.

This may sound pretty revolutionary to the manufacturer who has always followed the policy of making a product and then telling the salesmen that they have to sell it. I don't want to give the idea that we let our salesmen dictate entirely what the product shall be.

In the first place, we don't have to. Because our salesmen know our attitude, they are continually sending us reports from the road which are a great help in letting us know what kinds of merchandise will be the most popular. Therefore, before we start to design a product, the salesmen have really had something to say about what it shall be.

In the second place, because we believe in paying our salesmen what is generally considered a high remuneration, we have the utmost confidence in what they tell us.

In the third place, when we design a clock and a salesman objects to some feature of a design which we believe is correct, we do our best to convince the salesman that we are right. Usually, we win the argument.

Salesman's Disfavor Eliminates Territory

If one of our salesmen says that he cannot sell a particular product which has been received enthusiastically by the rest of the sales force, we make no effort to force this product down his throat. If it is a clock upon which we are making a special campaign, this salesman's territory is eliminated from any further consideration in the campaign.

We don't try to force him to sell products which he, in turn, will try to force on his dealers without any basic conviction that the clock is right. Naturally, such instances seldom come up, but when they do we have found it is a far better policy in the long run to let the salesman concentrate on some other product during the special campaign than to try to force him to sell something that he doesn't believe in.

Because we have the utmost confidence in our salesmen we do not

harry them about expense accounts, about salesmen's reports, about their routing, etc. We like to look upon each salesman as the sales executive for his own territory and so long as he shows results from that territory, that satisfies us.

I have heard a lot of talk during the last two years about salesmen who are lying down on the job. Recently, I heard a nationally known sales executive get up in open meeting and rip into salesmen as a bunch of over-paid loafers. He was inclined to lay at the door of the salesmen most of our troubles today.

As a matter of fact, I think in many cases management is as much to blame as the salesmen. Salesmen, like other people, are temperamental and they cannot give their best if they are discouraged and if they are forced to sell merchandise in which they don't believe.

Of course, there are plenty of salesmen in all lines who are quite willing to take a dealer's word for the fact that the line is no good. That type of salesman deserves short shrift. On the other hand, there are a number of companies that think that all salesmen have a tendency to feel that their own lines are inferior, and, for this reason, the management of these companies does not place any faith in salesmen's reports.

It is our belief and we feel that this belief is backed up by our sales records, that a little more observation of our A B C's of salesmanship might have a tonic effect on the sales curves of other companies.

A. M. Semones Appointed by Henri, Hurst & McDonald

Arthur M. Semones, vice-president and director of Henri, Hurst & McDonald, Inc., Chicago advertising agency, has been appointed director of all creative and production work.

Cosmetic Account to Stack- Goble Agency

The Lady Esther Company, Chicago, manufacturer of cosmetics and toilet preparations, has placed its advertising account with the Stack-Goble Advertising Agency, of that city.

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Mississippi Murmurs

Is Advertising Really So Very Wicked?

McComb City Schools
McComb, Miss.

Editor of PRINTERS' INK:

We are debating the subject: "Resolved that the part played by modern advertising is detrimental to American business ideals."

Do you have any suggestions as to material on this subject?

JOSEPH E. GIBSON.

KOSCIUSKO CITY SCHOOLS
KOSCIUSKO, MISS.

Editor of PRINTERS' INK:

We have been referred to you by the Campbell Soup Company as the best source for material on our annual debate: "Resolved that modern methods of advertising have lowered business ideals."

We would greatly appreciate all free material on this subject.

MARY FRANCES LACEY.

IT looks very much as though something were starting down in Mississippi. It seems too much to expect that these two letters, one from Kosciusko and the other one from McComb, could be merely coincidental. Somebody is going to expose wicked advertising down there and we wonder what is behind it all. Perhaps this murmur from Mississippi is merely a mild echo of something which is going on in other parts of the United States among the schools and debating societies.

Both Miss Lacey and Mr. Gibson have been sent material on the general subject of the economics of advertising. Somehow we doubt whether the students who debate the subject are going to pay much attention to the actual facts of what advertising has been able to accomplish in such instances as the Campbell Soup Company, where it has acted as so cheap a method of promoting distribution that its cost per can is negligible. Rather, we are afraid some of the unsupported and wild statements made by advertisers both in print and over the radio are going to be picked upon by the young Mississippians as a method of showing that advertising is a bad influence. It is very difficult to convince school principals or teachers that advertising, like any other kind of selling, is both good and bad, that it raises business

ideals and lowers them, depending upon who is doing the job of selling or running the advertising.

We know of no better thought on this general subject of the ethics of advertising to get before the pupils of Mississippi and any other State, than these facts. The desire to possess and the willingness to work to possess provide the strongest basis of confidence for the future. Willingness to work is certainly present and acutely so. The desire to possess new and improved products and inventions is spread by good advertising.

Dibblee of Oxford in his book, "The Laws of Supply and Demand," says: "The function of all advertising is to maintain suction during the lapses of natural recurrence of demand."

The public knows that some advertising is frank and honest, some not so frank. Every advertiser is in the position of a man who comes into a new neighborhood. The public are strangers such as that man would find in any community. If he "talks big," exaggerates, makes wild claims, the people in the town won't take the stranger in as one of them. If the stranger is helpful, quiet, unassuming, desirous of giving real service, he gradually wins his way as a friend and helpful neighbor. The manufacturer who advertises is in exactly the same position.

Some advertisers can be blatant, unsound, unethical. Like a loud-mouthed stranger, they can lower both good taste and business ideals. They, however, are in the minority. Long-time, consistent advertisers are usually the leaders in their industry. They realize that it pays to understate, to make good on their promises, to use good taste in advertising instead of exaggeration and foolish claims.—
[Ed. PRINTERS' INK.]

To Represent El Paso "Times"

The Texas Daily Press League, Inc., Dallas, Texas, has been made national advertising representative of the El Paso, Texas, Times.

High-Priced—and Proud of It!

HIGH-PRICED BILLY BAXTER

—high-priced because it is
made fine regardless of cost

MADE FINE FOR FINE PEOPLE

GEORGE McCLELLAN KOUNTZ, president of the Red Raven Corporation, maker of Billy Baxter carbonated soft drinks, sees no reason why a manufacturer of a higher-priced article should retire with blushing embarrassment these days when price is mentioned. On the contrary, he believes—and backs up his belief with advertising—that a product that has concrete reasons for a higher price will sell just as well today as ever.

In a group of periodicals, and on posters in Pittsburgh, Mr. Kountz is running copy baldly stating that Billy Baxter is high-priced. He makes no bones about it. He shouts so that all may hear: "High-Priced Billy Baxter."

Mr. Kountz explains his philosophy this way: "There is no odium attached to low-priced goods—cheap doesn't mean cheat—and there should be no hesitation in saying that a thing is high-priced, because high-priced doesn't mean extravagance. All the consumer expects today is that the high-priced goods and the low-priced goods give ample values within their price ranges.

"Within the last year or so, the trend in merchandising has been iconoclastic; to complete the process of demolition, manufacturers have put out the most shameless shoddy, fashioned to simulate high-class merchandise. Our advertising, we hope, represents constructive merchandising."

♦ ♦ ♦

"The Anchor" Starts Publication

The Anchor is a new fortnightly magazine published in Cleveland. Charles E. Mitchell, former assistant manager of the Gray Iron Institute and, at one time, with the Curtis Publishing Company, is publisher.

Appoints Walter E. Thwing

Daniel Low & Company, Salem, Mass., mail-order house, have appointed Walter E. Thwing, Inc., New York, to direct their advertising account.

Frank E. Stanton and Ludwig C. Haugman have formed an advertising business at North Tonawanda, N. Y., under the name of the Merchants Advertising Service Agency.

Test Campaign for "Quick Foods"

Quick Foods, Inc., San Francisco, has launched a fourteen-week test campaign, using newspapers to feature its C & L Jell. The campaign is being directed by the Ham Jackson Company, Inc., San Francisco.

Appoints San Francisco Agency

The Intercoast Sales Corporation, San Francisco, securities, has appointed James L. de Pauli, of that city, to direct its advertising account.

Appoints L. S. Biespiel

The D. Farber Company, Chicago, sound amplification equipment, has appointed Lee S. Biespiel, of that city, as its advertising counsel.

126

Four-Color Pages in 1931--A Record Built on Records

In 1931 the American Home Journal, weekly magazine of the Chicago American, carried 126 four-color pages in full newspaper page size—a record unapproached by any other locally published newspaper, daily or Sunday, in the United States.

This record was built on records—records in advertising response and in sales made by American Home Journal advertisers in 1931. And back of these records of 1931 are nine years of growth in public influence and acceptance—and still more records.

The American Home Journal's 1931 achievement was made on *results*, as all space records must be made nowadays—and you will be pleasantly astonished by the recital of those results which inquiry of any Boone Man will bring you.

CHICAGO

AMERICAN

National

Representatives:

II a good newspaper now in its ELEVENTH YEAR of circulation leadership in Chicago's evening field

RODNEY E. BOONE ORGANIZATION

"I expect this to have been America's Best Read Advertisement during the week of March 12th."

Says W. A. GROVE, Advertising Manager
General Electric Hotpoint Range

... Writes Mr. Grove: "Our advertisement entitled 'An Important Statement to the Women of America' should be 'America's Best Read Advertisement' because:

- [1] "It announces the most startling achievement in home appliances in many years—the new, perfected, General Electric Hotpoint Electric Range.
- [2] "It tells its story arrestingly, yet simply—briefly, yet with adequate detail.
- [3] "It will be published in—among other good magazines—what I believe to be 'America's Best Read Weekly'.

"Just as the General Electric Hotpoint Electric Range is the newest, most modern, most up-to-date home appliance, far ahead of the old gas range, coal, oil, wood stove, or open fire, so is Liberty's editorial policy keyed right up to the minute.

"That fact is apparent when we realize that more men and women actually

ask for Liberty every week, week after week, than any other magazine.

"Now it has been doubly proved by the Gallup Surveys which found the average advertising page in Liberty to have arrested the attention of 23 per cent more men and women than in one of the other weeklies, 48 per cent more than in another and 112 per cent more than in a third.

"Because these Gallup Surveys further showed that Liberty's modern policy of addressing itself to the woman as well as to the man resulted in an even greater proportion of reader interest for women, we feel that Liberty is particularly appropriate to sell General Electric Hotpoint Electric Ranges.

"And the very modern editorial approach of this magazine is especially well adapted to reaching the most modern-minded men and women with the story of our ultra-modern product."

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AN IMPORTANT STATEMENT TO THE

women of America

by

GENERAL ELECTRIC

NEW BUSINESS

Believe It or Not!

GENERAL ELECTRIC
ELECTRIC *Hotpoint* RANGE

6 Gallup Surveys Show How Magazines Are Read

Instead of soliciting self-conscious reader replies, Dr. Gallup (of Northwestern University) and his staff merely went through current issues of the four mass weeklies with readers who claimed to have read them.

They turned page after page checking them by item, marking whether or not it had been noted or read.

15,000 persons were interviewed to find 1000 men and women who actually had read one or more of the 4 mass weeklies' current issues. The Association of National Advertisers officially observed the work in 6 of the 6 cities surveyed.

Not only were the editorial pages of Liberty found more thoroughly read but the

advertising pages were found to have stopped 23 per cent to 112 per cent more men and women than in any of the other weeklies.

For the first time, "circulation" has been interpreted in terms of *persons actually seeing advertisements*—which is all that does the advertiser any good!

Think what this means. Think what 23 per cent to 112 per cent more *advertisement* circulation might do for your 1932 sales.

Enough advertisers—including General Electric Hotpoint Electric Ranges—have thought of that to enable Liberty to close its 1932 first quarter 20 per cent over its quota. And the 1932 quota was set at 15 per cent above 1931 billing.

Even if you haven't yet seen the Gallup Report, it is still not too late to revise your plans for the major part of 1932. April issues are just closing. New contracts arrive every week. Write today, without obligation, for the Gallup Report. Liberty, 420 Lexington Avenue, New York City, N. Y.

... America's BEST READ Weekly

SEE BOSTON'S FIRSTS

After people pass a certain social, cultural and financial limit, they find the Boston Evening Transcript indispensable.

To reach the Transcript group, with Transcript effectiveness, advertisers must use the Boston Evening Transcript.

BOSTON EVENING TRANSCRIPT

Highest ratio of **Buyers** to readers

CHARLES H. EDDY CO.

Boston New York Chicago

R. J. BIDWELL CO.

San Francisco Los Angeles Seattle

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5 Per Cent More Sales with 25 Per Cent Less Dealers

Protected Territory Policy and Strong Advertising Program Features of Kelly-Springfield Plan

As Told to J. G. Donley

By E. J. Langham

Advertising Manager, Kelly-Springfield Tire Co.

PROTECTED territories for independent dealers has been the Kelly-Springfield dealer policy for thirty-five years. By an even more rigorous than usual application of this policy in 1931, the number of dealers was reduced by about 25 per cent and we sold approximately 5 per cent more tires than in 1930, for replacement purposes. (Sales for original equipment are left out of the picture, because that is not a dealer job.)

We expect increasingly favorable results from this dealer policy, for the reason that growing dissatisfaction with generally existing conditions of tire distribution is inducing many of the strongest dealers to sign up with us.

Briefly, here is what we mean by "protected territory": we select in each territory a dealer who is willing to put aggressive sales promotion behind our line; then we do not give another franchise to another dealer in his territory. More than that, we do not go behind his back and sell our tires under other brands to gas stations and mail-order houses. We do not subsidize outlets or run company stores under cover to take business away from the dealer in his territory.

A Statement of Protection

We also protect our dealers in our advertising. In all our national advertising copy we run some such statement as this: "We sell our tires only through responsible dealers who give you care and attention for the life of the tires. For safety and economy to the user, we place intelligent dealer service second only to the finest tires. . . . Just go to the nearest Kelly-Springfield dealer, see these su-

perior tires and learn such tire service as you have never known."

Our advertising also points out that speedier cars and more efficient brakes require quality tires. Therefore, we refuse to emphasize cheap line tires. Instead, we furnish our dealers with three complete lines of tires which are priced competitively at every point, and we show them how to meet all competition.

Eight Benefits to Dealers

This story has recently been retold to dealers in a double-page spread in business papers. Dealer benefits are summed up under eight points: (1) Independents only; (2) No company stores; (3) Protected territories; (4) Aggressive national advertising; (5) Aggressive local advertising; (6) Merchandising and sales help; (7) Quality product; and (8) Complete lines.

Dealers are only human. If they are going to push the sales load up the hill, they want to be doubly sure that no one is going to sneak a ride. Assurance of reward is one of the greatest of human incentives. No dealer will extend himself if he feels that someone else is likely to step in and cut himself a piece of unearned cake.

Experience over a great many years has taught us that we cannot get maximum efforts or results if we have six dealers in a territory which one live dealer could and should cover. Scattered efforts are weak at all points.

If we have but one dealer in that territory, he knows that it is up to him to develop the reasonable expectancy of volume to justify

his franchise. At the same time he sees the chance to make a good profit; so that he will lend a ready ear to our suggestions for sales promotion. That is why we believe that a closely knit organization of hard-hitting teamworkers is better than a larger group of unresponsive, hit-or-miss merchandisers.

As an indication of what one dealer can do, if he is so minded, the Newark, N. J., territory—which is a sizable community—produces a satisfactory volume through one dealer. This dealer has one major outlet, but he has made his own arrangements to sell through garages and service stations. He pushes hard because he knows he can rely on our loyal protection's keeping anyone else from cutting the ground from under his feet.

Now look at the contrary picture. In Los Angeles, I happen to know, a competitor has been selling through a strong dealer who has six or seven outlets. This competitive line has recently been put into some sixty gas stations.

Will this dealer, menaced by the sapping efforts of his own manufacturer, continue aggressive sales promotion? Certainly not. He is more than dissatisfied and will probably change lines. There is no end of such instances, as well as the opening of company-owned stores right in the midst of territories which independent dealers have cultivated.

It is not difficult to understand why, from the dealer viewpoint, an honestly protected territory in the tire business is something to write home about.

Customer Leans Toward Established Dealer

From the manufacturer's side of the fence, we have found that volume is larger, that selling costs are less, that credit losses are lower, and best of all, customers are better satisfied because there is no changing about from one man to another. The customer, like the manufacturer, is inclined to support the man who has become established and is known in the community as a reliable dealer, upon

whom he can depend for proper service.

Starting from the mutually satisfactory basis of protected territory—which is a more definite way of saying "exclusive dealership"—we give the dealer every possible aid to whip competition. This co-operation starts with local advertising, and goes on into the usual dealer helps and window display material, finding its fullest development in factory planned direct-mail efforts.

As is customary in the industry, we stand one-half the cost of local advertising, the expenditure being based on a certain percentage of sales volume. We prepare all local advertising and have a regular mat service for dealers which is very satisfactory. Going farther than this, we also supply special advertising copy to meet dealers' needs. This special copy is often of prime importance in meeting particular problems.

Individual Dealer Aid

For instance, a dealer in Cleveland recently worked out a time-payment plan and wanted to publicize it. We laid out and built up a consistent campaign for him. Or it may be that in a rural district a dealer is having a tough time with mail-order competition and asks us to prepare a local campaign to pull the business back to him. Perhaps somebody dumps a load of tires of obsolete design into a town; then we work up special copy to fight competition from that kind of stuff. And dealers sometimes have peculiar whims of their own with regard to their local copy, so that special copy must be written to fill their needs.

Our direct-mail co-operation with dealers centers largely upon commercial business—truck tires. Commercial sales promotion involves two steps: first, an adequate prospect list covered by direct-mail; second, consistent personal contact with prospects.

To make sure that dealers have accurate prospect lists, we have an arrangement with one of the big list companies which enables us to

properly satisfied. The territory was of no use to us," we told him. "We need aid in the form of an advertisement in the usual way. It is the best deal we can get." The industry, he said, is local and being run by a large number of small local firms. The matter is very important to the advertiser. He needs a lot of prime space, particularly in the

supply dealers at low cost with mailing lists for their entire city, or by certain blocks if it is a metropolitan center, or by makes of trucks or passenger cars. Some dealers build up their own lists, watching new car deliveries and thus adding new names. These hand-picked lists naturally save checking for poor credit risks.

While our direct-mail campaigns are planned in such a way as to bring the dealer into contact with prospects, our salesmen also work to this desirable end. Our men are trained to act practically as retail salesmen, calling on larger commercial accounts along with the dealer. In fact, we expect salesmen to make a certain number of such calls each month.

Another sales promotion idea which gets the dealer away from his own doorstep is what we call "fleet surveys." Dealers are trained to go out and call on accounts which have eight or nine or ten trucks—or even less—and check up on all tire equipment for size, type of work, condition of equipment, alignment, brake condition. A full report of it is made to the owner, with recommendations for new equipment needed, or for repair conditions as jagged wheels out of true or brakes are found. We dealers with the strict liability which such an act imposes upon them, and the importance of an unbiased

The passenger car tire replacement market is difficult to work with direct mail. The reason is that, according to the records, the average motorist buys somewhere between 1.50 and 1.75 new tires per car per year. To avoid wastage and to find actual prospects for new tires, the spotting system is used.

Dealers often employ high-school students to go about the town after school hours, spot cars with worn tires and set down on a card the condition of all four tires and the license number of the car. The dealer then follows up with a let-



TO MAKE SUPERIOR TIRES

To identify them with our name. To price them as low as any in the industry. To sell them through dealers who can serve you. This company, in business 28 years, invites you to know where it stands on the question of tires.



KELLY-SPENCERFIELD believes that if ever there was a time to make good times, that time is now. Modern car performance brings terrific new strains to tire walls and tread. Longer, finer roads are quaking everywhere. Speeds are increasing. Cuts, snafus and fumes are just beginning to be monitored.

How we build the standard

Kelty Springfield welcomes this statement any day for times, for we have always specialized in quality building. Prime materials, reasonable engineering, fine workmanship—the quality element at each phase in the building of every one—that is the background of the high reputation of Kelty-Springfield steel.

Our areas of test work and trials spreading over thousands of miles of rough mountain roads tell us—in proving competitive products—where, river fail. They teach us how to increase the toughness and bend life of bolts.

How our doctors serve you

Why do we sell only through responsible tire dealers? It is our experience that after-sale attention for the life of the tire — by the personalized dealer who sells his own store — adds at least 20% to tire service and satisfaction. Wrong selection, wrong mounting, wheel misalignment, wheel rubbings, worn wheel bearings, spring axles, badly adjusted brakes, improper rims — these are some of the conditions, mostly caused by your dealer, that erode tire life. A wheel badly out of alignment can, for example, cut 50% off its service life.

We invite you to know Kelly-Springfield stores and to test them for their safety, sound riding qualities, fine appearance, long life, and for real dealer-service. See your nearest Kelly-Springfield dealer. Let him show you what fine stores and careful attention can mean to you. KELLY-SPRINGFIELD TIRE COMPANY, 1700 Broadway, New York.

No price lower than ours

[illegible]

K E L L Y - S P R I N G F I E L D

*"How Our Dealers Serve You" Is One of the
Subheads of This Advertisement*

ter, asking the car owner to come in for an estimate. If there is no response within a week, he resorts to the telephone to arrange an appointment.

We have worked up a comprehensive direct-mail sales promotion plan to help the dealer sell truck tires. This plan we call the "8-Wedge Sales Plan." To present this plan to dealers, we prepared a large folder—a four-fold affair which is about 11 by 15 inches folded and opens up to 24 by 44 inches. Mailing pieces, in three colors, and folded mailing cards, in two colors, are tipped onto it with paste; so that the dealer may see just what he will get. In copy running alongside or underneath these mailing pieces every step is detailed, in connection with the

preparation, organizing, localizing, mailing and releases, scheduling of calls and so on.

With everything scheduled for him, the dealer has only to subscribe for ten or more prospects per month, for the period of eight months. When the plan is under way and the first month's list of prospects receives the first mailing piece, the dealer receives a duplicate prospect card for each name. This card contains mailing dates for the four primary mailings, and also a memo reminder of the dates upon which the dealer is to make his personal follow-up calls.

In order to make certain that the dealer will put his personal efforts behind this promotion, we have made this prospect card something more than a convenient systematizer.

The subscription contract, under which this direct-mail material is supplied at cost to dealers, provides that for each prospect card returned to us showing that at least the two scheduled, personal follow-up calls have been made we allow a rebate of 40 per cent of the subscription price. In the case of all prospects so reported found to be future sales possibilities, we also pay the dealer an additional bonus in the form of four supplementary sales messages—two-color folded mailing cards—without any cost to him.

Part of this plan—and a very important part in educating the dealer to the requirements of his business—is a sales manual. This is comprehensive, covering such a wide range of subjects as Organizing Your Truck Tire Activities; Pneumatic Truck Tire Prospects—Where to Find Them and How to Develop Them; Selling New Customers and Keeping Them Sold; Winning the Hard Sale.

As we sum it up for the dealer: "In other words, the 8-Wedge Sales Plan resolves itself into eight sales campaigns, each with four very important selling steps: (1) selecting prospects; (2) intensively working prospects with printed sales messages; (3) selling or personally calling on prospects; (4) permanently contacting

live prospects with supplementary sales messages. Remember, its object isn't to make a few sales here and there for you, but to obtain for you the most desirable pneumatic truck tire buyers in your territory. Permanent business—from new customers—business that is satisfactory to you in both volume and profit."

For those dealers who have enthusiastically put it to work, the 8-Wedge Sales Plan has brought good sales results. For the entire dealer organization results have been only fair, which—considering the state of general business—means that it has been well worth the effort on our part. We are continuing it with increasing success as we are able to convince luke-warm adherents with examples of sales built up by others.

W. R. Lightfoot with Geyer Agency

Warren R. Lightfoot, vice-president of the former Robinson, Lightfoot & Company, Inc., and more recently with Ruthrauff & Ryan, Inc., has joined the New York executive staff of The Geyer Company, Dayton and New York.

A. M. Evans with Tower Magazines

Alfred M. Evans, formerly with the New York World and, more recently, with Dee Witte, Inc., New York, has joined the Tower Magazines, Inc., of that city, in charge of automotive advertising.

Schick Dry Shaver to Briggs & Varley

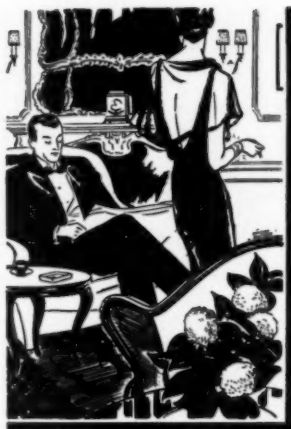
Schick Dry Shaver, Inc., Stamford, Conn., manufacturer of Schick Dry Shavers and Schick hand vibrators, has appointed Briggs & Varley, New York, to direct its advertising account.

New Account to Boston Agency

The American Tool and Machine Company, Boston, manufacturer of centrifugal extractors, has appointed The K. R. Sutherland Company, of that city, to direct its advertising account. Business papers and direct mail will be used.

"Life" Has Detroit Office

Life, New York, has established an office in the General Motors Building, Detroit. Herbert N. Williams, formerly conducting his own art service at that city, will be in charge.



Tell It to SWEENEY...

The Stuyvesants don't care—*much!*

THREE YEARS back, the financial writers quoted Mr. Stuyvesant frequently, but of late haven't consulted him so much. He is not exactly reassuring—to a business world hungry for good news. Mr. Stuyvesant has repeatedly said that this depression must wear itself out. The end is not yet in sight. Commodity and security prices may go lower; the buying level has not been reached. Economy is the order of the day. He hints darkly that wages must be cut further, although he will not permit himself to be quoted on this point.

In his club, over a modest three dollar lunch and a Partagas perfecto, Mr. Stuyvesant boasts that he has not bought a new suit in almost three years, and that his shoes have been resoled twice. He bought a Cadillac V-16 last year, instead of another Hispano-Suiza—a clear saving of \$12,000. His yacht has been in drydock since 1929. And he is a little sharp with girls at the office about using pencils down to the last inch and things like that.

*Continued
on next
page*

*Tell
It to
Sweeney
(cont.)*

Mrs. Stuyvesant—well, you will remember her as the woman who let three servants go, so she could contribute their wages to the Emergency Unemployment Relief Fund. She has cut her guest and charity lists, switches off unnecessary lights, and turns off the heat in the maids' rooms. She saves as much as a dollar a day by buying much of her groceries at the chain store. She is eagle-eyed and alert at finding bargains, and lets the stores wait six months for their bills. ("Interest, my dear, is worth as much to me as it is to them.") She says that in these terrible times, every woman must do her bit cheerfully.

No question about it, the Stuyvesants have been feeling poor these last two years. In mid-1929 Mr. Stuyvesant reckoned his assets at ten million; today the figure is four million. (Of course, in 1921 he had less than one million—but why bring that up?) So the Stuyvesants are conserving their cash, waiting until securities drop to their 1907 prices, so they can recoup. They are in no mood for spending. And until better times—or at least better sentiments—arrive, the Stuyvesant shekels will not come out of cold storage. You haven't much chance of selling them anything just now.

JIM SWEENEY wasn't in the market in 1929, or any other year. The young Sweeneys and current expenses permitted him only to save a little money, but never to "invest" it. So there has been little shrinkage in the Sweeney assets—or in the Sweeney expenses.



Totally unversed in economics, the Sweeney children wear out shoes and schoolbooks, clothes and toys, have to have their teeth straightened and music lessons, and ask for scooter bikes and ice cream cones—just as if there were no depression. Jim wishes he could save more money, but doesn't want to save it on the kids. Of course they could have done without the car they bought early last Spring, but it was a bargain!

Mrs. Sweeney is frank to say that she can't make head or tail out of the depression. If times are so bad, why are

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prices so much lower? And why does every newspaper advertisement and shop window flaunt temptation in her face? A trip through Macy's has become her spiritual exercise in restraint. Actually, she and the children have never in their lives been as well dressed for as little money. And if she can possibly manage the means—and Jim—the living room is going to benefit by some new furniture and a new radio before Santa Claus comes again.

Mrs. Sweeney feels that the depression has been overcome. As long as Jim keeps his health and his job and pays his insurance premiums, she sees little to worry about. Of course, some people are out of jobs, and in want, but she is unwilling to meet hardship before it comes. Meanwhile the children are growing up, and life goes on!

IN AND around New York City there are ten million Sweeneys. Their incomes are under \$6,000—but most of them still have incomes. Independent of agriculture and the primary industries, they have escaped most of the economic distresses prevailing elsewhere. These Sweeneys are the best-off group of people in the world today. They have made the savings banks bulge with unprecedented deposits. Cash in circulation was never higher. New York's

expansion goes on—with subways building at \$14,000,000 a mile; the \$350,000,000 Radio City development is rising, requiring 10,000,000 working days; last year the Hudson River Bridge gave the jobs that \$60,000,000 buys.

In 1931, residential building was 26% above the previous year—due mostly to small homes built for and bought by the Sweeneys. Fourteen million dollars a day was spent in retail trade; with less money the Sweeneys bought more merchandise from department stores than in bullish 1929. Automobile sales, Ford excluded, increased 13% in 1931—and 78% of the increase came from districts where family incomes average under \$4,000! The Sweeneys made 1931 the best year the manufacturers of mechanical refrigerators and oil-burners ever had in this market. They are still living much as they always have, still spending, and still in the mood to spend. They believe that business will get better in time—as it always has!



And they still continue to read this newspaper in overwhelming majority. The News reaches two-thirds of all city families—including more Stuyvesants, and Sweeneys—than any other New York paper; and one-fifth of the families in the New York suburbs. It is the only medium here that singly covers the market.

And they still buy from News advertisements. Otherwise there is no way of accounting for the advertising gain of 1,925,000 lines this paper had last year.

So if you want to do more business in 1932, give some quick and thorough consideration to the Sweeneys—and The News. The market is the best in the country just now. And the medium is the best in the market! The small page still does more work for advertisers. And 1932 circulation—at 1928 rates—lowers advertising costs!

THE NEWS *New York's Picture Newspaper*

NEWS BUILDING, 220 EAST 42ND STREET, NEW YORK
Tribune Tower, Chicago . . . Kohl Building, San Francisco

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If Possible, Do the Mailing for the Dealer

THE THEW SHOVEL COMPANY
LORAIN, OHIO

Editor of PRINTERS' INK:

Will you please send us copies of recent articles which have appeared in PRINTERS' INK dealing with the use of direct mail through a dealer organization?

The point we are trying to get at is this, whether such a use of direct mail can be made by controlling the mailing list at the home office or through sending the material to the dealers and letting them re-mail it to their individual mailing lists.

J. L. BELTZ,
Advertising Manager.

IF it is possible for a manufacturer to get satisfactory mailing lists from his dealers, he will get much better results from his direct mail if he handles the mailing himself. Frequently a dealer will become enthusiastic about a direct-mail campaign and will send out the first two or three pieces but then something intervenes and he gradually lets the matter slide. For instance, a Connecticut hardware dealer mailed out on January 15 a sales letter prepared for him by a manufacturer of cooking utensils which said in its first line, "What are you going to do about that Thanksgiving Dinner?"

Even if a dealer is being charged so much per piece for all material that he sends out, it is better for the manufacturer to make every

effort to do the mailing from the home office. He should impress upon the dealer the importance of the dealer's advertising investment and show him that the job will be handled expeditiously and without trouble if it is left in the manufacturer's hands.

Some retailers, to be sure, are scrupulously careful about making mailings. The vast number of dealers who are not so careful makes it essential for a manufacturer to do the mailing himself if he expects to get the best possible results from the direct mail that he prepares for his dealers.

If dealers object to sending their mailing lists to the manufacturer, he may compromise by asking them for certain quantities of their letterheads on which he prints the sales message. The completed letters are then returned to dealers to be mailed by them.

This method has several things to recommend it. It makes the sales letter individual with the dealer. It meets his objection to sending in his mailing list. Furthermore, since he knows that his letterheads cost him real money, he won't send padded lists. Also, it offers an ingenious way to get dealers to make investments in mailing without asking them for actual cash.—[Ed. PRINTERS' INK:]

Ralph Hitz Heads New Yorker Company

Ralph Hitz, manager of the New Yorker Hotel, New York, has been elected president of the New Yorker Hotel Corporation, owner and operator of that hotel. He was also recently elected president of National Hotel Management, Inc., operator of the Book-Cadillac Hotel, Detroit, and the Lexington Hotel, New York.

Changes in Franklin Printing Company

The Franklin Printing Company, Philadelphia, formerly controlled by Charles T. Brown, has been taken over by a group of men who have been associated with him in the business. E. C. Richter is president; J. P. Richards, vice-president; Bradway Brown, treasurer and A. J. Dusché, secretary.

J. Mora Boyle Again with Kansas City "Journal Post"

J. Mora Boyle has returned to the Kansas City, Mo., *Journal Post* as vice-president in charge of advertising. Since leaving the Kansas City paper in 1924 he has been vice-president of the New York *Mirror*, for five years with the Hearst Newspapers as advertising manager of several New York newspapers of that organization and local advertising manager of the former New York *World*.

T. M. Bowers Starts New Business at Los Angeles

Thomas M. Bowers, formerly general manager of the Hub, Chicago department store, and founder of the advertising agency at that city bearing his name, has opened offices in the Van Nuys Building, Los Angeles, as merchandising and advertising counsel.

Dealers Use These Profitable Sales Ideas

Cannon Gives Retailers Special Suggestions to Help Clerks Step Up Volume

"ALWAYS hold a towel in this way to show full size to your customer. Hold it low, as this makes the towel appear even larger."

"Say to yourself: 'I won't be satisfied to sell low-priced towels without making a good try at urging customers to buy the better qualities first.'"

These two quotations are from the new monthly bulletin which Cannon Mills, Inc., is sending to retail salespeople. The first quotation appears under a picture in which a sales girl is demonstrating how to hold a towel. The second is part of a short article on trading up.

"Cannon Shots," as the new bulletin is called, contains four pages of similar practical suggestions for retail clerks.

"We have always felt that a manufacturer must sell something more than his product," said Daniel F. Sullivan, advertising manager. "This year especially the manufacturer must offer plus service. He must be ready to step into the retailer's store, figuratively, and help him move his goods out—at a profit.

"It is our belief that one of the principal obstacles in the way of greater retail sales lies in the salespeople or clerks. If we can help educate these people, for the retailer, so that they will be better able to answer the questions of consumers concerning our merchandise and have a better knowledge of how to sell these items, we shall be rendering a valuable service. Of course, we must not talk only about Cannon towels and sheets. We must give the salespeople information and advice that will help them to become better sales women and salesmen regardless of what they are selling.

"It is with this in mind that we have just started publication of a

new bulletin which we call 'Cannon Shots.' This is issued for towel salespeople in stores, to help them increase towel sales and to give more practical service to customers. It will be of interest, also,



An Illustration from "Cannon Shots" Which Shows Retailers How to Hold a Towel When Making a Sale

to others in the store engaged in buying, merchandising, advertising or displaying towels."

"Cannon Shots" is being prepared by a retail specialist, who has spent considerable time in the Cannon mills and in the stores of its retailers. She has sold towels across the counter and has watched and studied the selling methods of successful salespeople. She will continue to watch for new ideas and the bulletin is to be full of practical, definite retail selling data.

"There will be no 'boloney,'" said Mr. Sullivan, "in this bulletin. There will be no pep or general inspirational talks. Retailers to

day don't want theories or entertainment, they want actual, proved sales help."

The first issue of "Cannon Shots" carries a brief article on the first page headed "How to Double Your Towel Sales." This tells in few words the experiences of two sales girls in a towel department. The sales of Miss B. are double those of Miss A. The secret, the bulletin says, is that Miss B. "suggests bath mats and wash cloths to every towel customer." Miss A. merely sells towels.

Then there is a sample conversation between Miss A. and a customer and also between Miss B. and a customer. Miss A. sells two yellow towels for \$1.50. Miss B. sells two blue towels, three blue washcloths and one blue bath mat at a total of \$3.45.

The second page presents "Familiar Questions That Customers Ask and How to Answer Them." The third page is headed "If You Want Bigger Sales Checks, Suggest Higher Priced Towels to Customers." And the last page gives "A New Idea for Bigger Sales. Sell Bath Towels for Bathroom Curtains."

There isn't a wasted word in the entire bulletin. Salespeople can read it quickly and yet get many helpful ideas. It is planned to devote one page in each issue to new uses for Cannon towels.

This bulletin will be issued once a month. Every other month it will contain a supplement on Cannon sheets.

A Copy Available for Each Sales Person

Copies of the first issue of "Cannon Shots" were sent to towel buyers, merchandise managers of the linen departments, and personnel directors. It was suggested that these people might like to have their names put on the mailing list to receive it regularly. In addition, the towel buyer was told that Cannon would like to send a copy to every sales person in his department. He was asked to indicate the number of copies required.

In addition, the bulletin is being sent to all of the Cannon jobbers and salesmen who request it. The jobbers' salesmen are also sending in the names of customers to whom they would like to have this bulletin sent regularly.

The response has been far greater than anticipated. Letters of praise for the idea are coming in rapidly and practically every large store has requested copies for each member of its towel department.

One Towel Buyer's Comment

Here is a typical reaction from the towel buyer of a large New England department store:

"I think your idea in making available for merchants' use this educational publication is an excellent one and we appreciate and fully subscribe to the idea.

"It is my opinion that any manufacturer who exerts effort in the direction of helping in the sale of his product is bound to create good-will in the merchants' minds and automatically profit himself."

Another large retail executive wrote:

"There is altogether too much attention paid to price and it is time that salespeople were educated to talk quality."

Mr. Sullivan showed many other letters containing similar statements. These letters furnish ample evidence, he said, of the need for such a bulletin as "Cannon Shots." These letters have convinced Cannon more than ever that this is a year of golden opportunity to gain the retailer's good-will by helping him with his difficulties.

"When I made my first trip for Cannon Mills about three years ago," Harold B. Hoskins, towel merchandising manager for that organization, tells PRINTERS' INK, "dealers were not receptive to resale ideas. This applied particularly to department stores. The buyers, or merchandise managers, said, in effect, 'You just ship the merchandise to us and we will take care of the selling end.'"

"Dealers were not interested in

promotion ideas to any great extent. They felt that they knew what their customers wanted and how to sell it to them. They depended on the manufacturer to make the goods and help create demand through his own advertising but expected the manufacturer to stick to his own knitting.

"When I called on the trade this year, however, I found conditions entirely different. I was greeted by buyers with an entirely different attitude. They were definitely interested in ideas. They not only welcomed them but in many instances demanded them. Some told me that manufacturers would simply have to help them out of their difficulties this year by showing them how to sell their merchandise at a profit."

Cannon Mills are out to take advantage of this opportunity. They are answering the dealer's cry for help.

To Direct Accuralite Piston Advertising

The Accuralite Company, pistons and piston rings, recently acquired by The Piston Ring Company, Muskegon, Mich., has appointed John L. Wierengo & Staff, Inc., Grand Rapids, and its affiliated agency, Grace & Holliday, Detroit, to direct its advertising account. The Wierengo agency directs the advertising of The Piston Ring Company. The combined line, known as "Sealed Power" products, will be advertised in national and business publications.

Additional General Electric Accounts to Young & Rubicam

The Merchandise Department of the General Electric Company, Bridgeport, Conn., has appointed Young & Rubicam, Inc., to serve the following accounts in addition to the General Electric Radio: Home Laundry Equipment; Heating Appliances; Fans; Vacuum Cleaners; Sun Lamps; Clocks; and Sewing Machines. This includes all Merchandise Department appliances.

Appoint Pacific Coast Representative

The American Building Association News, Cincinnati, and the Pacific Northwest Underwriter and the Northwest Investor, both of Seattle, have appointed Charles G. Eckart, publishers' representative, San Francisco, as their Pacific Coast representative.

He has also been appointed Pacific Coast representative, except in Southern California, for *Dental News* and *Dental Survey*, both of Minneapolis.

Would You Like a Copy?

BUREAU OF FOREIGN AND DOMESTIC COMMERCE
WASHINGTON

Editor of PRINTERS' INK:

I am enclosing herewith tear sheets from a publication called "Retail Distribution in the United States by Counties and Cities" that was recently issued by the Census Bureau.

I am told that this booklet is proving of great use to manufacturers and wholesalers selling to retailers as well as to the retailers themselves.

I am wondering if all of your readers and advertisers realize that it can be obtained free for the asking, on request—through the Census Bureau—as long as copies last.

FREDERICK M. FEIKER,
Director.

P. C. Baker with Montgomery Ward

P. C. Baker, formerly vice-president, a director and sales manager of the Gotham Silk Hosiery Company, New York, has joined Montgomery Ward & Company, as Eastern regional manager in charge of retail stores and mail-order house from Maine to Florida.

N. E. Forgie Joins Buffalo Agency

Norton E. Forgie, formerly with The Moss-Chase Company, Buffalo, N. Y., advertising agency, has been appointed vice-president of Summers-Gardner, Inc., Buffalo advertising agency.

Edward St. George Joins Allenby Agency

Edward St. George has been appointed general manager of the Western division of the Allenby Advertising Agency, San Francisco, and its affiliated organization, the Allenby Economics Institute.

Joins Eastern Trout Growers

J. B. Forbes, for six years with the American office of Kreuger & Toll, as vice-president of three subsidiary organizations, has joined the Eastern Trout Growers Association, New York, as sales manager.

H. A. Maguire with Haire Publications

Harold A. Maguire, formerly Western advertising manager of *Hardware Age*, is now representing the Haire Publications in the Middle West. He will make his headquarters at Chicago.

M. P. Kirk Joins Lang Agency

Myron P. Kirk, formerly with the commercial staff of the National Broadcasting Company at Cleveland, has joined The H. Jack Lang Company, advertising agency of that city, as manager of radio advertising.



DIVERSITY

The Economic Gyroscope



6. FRUIT



ALTHO the excellence of her fruits are not extolled in song and verse, Kentucky's 1931 apple, peach and pear crops yielded a generous profit to growers—their combined value being estimated at \$3,280,000.

Kentuckiana's agricultural and industrial diversity lends much to the economic stability of this section which includes practically all of Kentucky and a large portion of Southern Indiana—and this market can be effectively reached at one low cost thru—

THE COURIER-JOURNAL THE LOUISVILLE TIMES

Major Market Newspapers, Inc.

Audit Bureau of Circulations

REPRESENTED NATIONALLY BY THE BECKWITH SPECIAL AGENCY



Get the Friendship of the Other Fellow's Salesmen

Apply the Golden Rule and You'll Get Extra Service

By A. F. Donovan

Vice-President, E. T. Wright & Co., Inc.

A SALESMAN told me the other day that he divides his customers into several different classifications, depending on the way they place their orders with him. This did not sound particularly unusual until he went on to say that what he meant was the manner of placing an order. That sounded interesting and here is his explanation.

One customer takes the attitude that browbeating, gruffness and downright nastiness are essential to get the salesman in the proper frame of mind to offer his minimum price or his maximum discount. Once he is sure that he has reached rock bottom, habit just naturally makes him keep the same attitude when he hands me the order. I have a feeling that he grudges giving me the business—that he dislikes me personally; that I have secured the business in spite of everything he could do to prevent it.

What is my natural reaction? Obviously any plums that come my way, I never offer to this buyer. I give him just as little service as is essential to hold the business. There are no extra favors, if I can help it.

On the other hand, there are some buyers who maintain a friendly, interested attitude all the way through. They are just as firm when it comes to price, but they take the attitude of trying to work out with me some method of co-operation through which they can secure the price they want and at the same time give me the business. When things have finally been settled and the order placed, it is given me in such a way that I feel they are just as delighted as I am.

Their friendly attitude enables them to ask for special co-operation

and help. Believe me, they get it.

Consider the number of salesmen who call on small companies. Every one of them is in a position to do something to promote the sale of the product of the company on whom they call. A few people realize this and have made elaborate provisions to secure the goodwill of these men. In the small company, however, no elaborate arrangements are necessary. It is just a question of attitude.

A smile doesn't cost a thing and it is a mighty good investment in these days when every extra dollar's worth of business is an important goal.

John Knox Advanced by W. & J. Sloane

John Knox, manager of the research department of W. & J. Sloane, New York, has been advanced to the newly-created position of general manager of the retail store. George H. Stevenson, secretary of the company, has been placed in charge of large floor-covering installations for the contract department.

Hammel Agency Establishes New Department

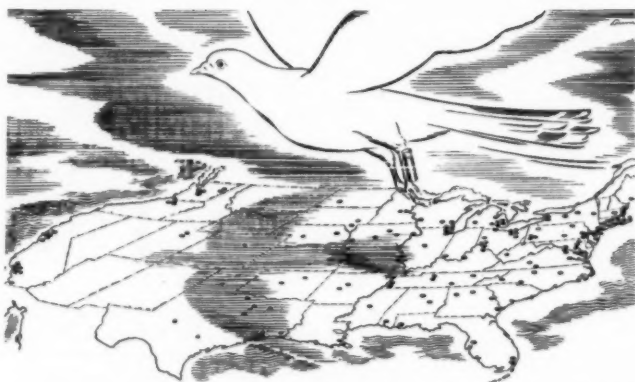
The Hammel Advertising Corporation, Los Angeles, has established a retail advertising and merchandising department. R. J. Culver, former president of the Culver-Hammel Corporation, predecessor of the Hammel agency, has been appointed manager of the new department.

Gardner Agency Opens Louisville Office

The Gardner Advertising Company, St. Louis and New York advertising agency, has opened an office at Louisville, located in the Starks Building. Morton Caldwell and Bruce Farson will manage the new office.

Appoints Reimers, Whitehill & Sherman

The New York Electrical School, New York, has appointed Reimers, Whitehill & Sherman, Inc., of that city, to direct its advertising account. Newspapers and magazines will be used.



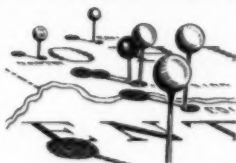
With the PRECISION of the homing pigeon YOUR MESSAGE WILL GO HOME

HERE is the World Broadcasting System's answer to one of the most urgent needs of business—lower cost of distribution. Multiple broadcasting using Western Electric Noiseless Recording gives repeat broadcasting at no extra cost. Over 125 stations equipped to broadcast by the latest Western Electric Method are available to choose from when building your multiple broadcasting chain over the World Broadcasting System:

New England 12 stations	North West... 6 stations
Middle Atlantic... 25 stations	South West... 15 stations
South East 24 stations	Mountain.... 2 stations
Middle West..... 32 stations	Pacific..... 9 stations

Flexibility, single control, salesmanship multiplied in your chosen sales territories are the characteristics of this profitable, new method for broadcasting. And production by Western Electric Noiseless Recording gives the utmost distinction and prestige.

Ask for book of information: MULTIPLE BROADCASTING.



Let your map pins be your guide for radio broadcasting. This new system is selective. And it multiplies your broadcasting where you want it with no extra cost.

The clients of the World Broadcasting System have the advantage of a method of recording and broadcasting that is the outcome of six years' experiment in the Bell Laboratories.

Users of this System: Olds Motor, Frigidaire, Hupp Motor, Dutch Masters Cigars, Maxwell House Coffee, Chevrolet Motors, Oakland-Pontiac, Life Savers, Edna Wallace Hopper, Phillips' Dental Magnesia, Louis Philippe, Jocrum Wave-Set.

Western Electric
NOISELESS RECORDING

WORLD BROADCASTING SYSTEM, INC.
50 West 57th Street New York City

179 King St., W., Toronto 6-242 General Motors Bldg., Detroit Baker Hotel, Dallas
SOUND STUDIOS OF NEW YORK, INC. (Subsidiary of World Broadcasting System, Inc.) WESTERN ELECTRIC LICENSEE

Successful Farming LEADS is its farm family READERS

The FIRST MAGAZINE IN FARM FIELD IS SUCCESSFUL FARMING

LEADS ALL GENERAL FARM MAGAZINES
IN ADVERTISING PAGES OF -----
(FIRST QUARTER OF 1932)

1st FOOD.....

1st HOUSEHOLD...

1st BUILDING MATERIALS

1st FARM EQUIPMENT...

EVERY member of the farm family helps improve the home and office on farms are under of. What has this to do with Reading magazine? This—farm families want to cover information for improving and for business. Successful Farming in circulation, first, by its cost of circulation's leading agricultural serves more farm families than any other; subscription renewals—the highest by any magazine.



S U C C E S S F A R M I N G

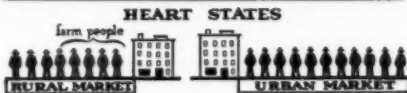
THE MAGAZINE OF FARMING
MEREDITH PUBLISHING CO.

Successful Farming's DISHIP DISHIP

of the helps run the business and the home and the BUSINESS are understood. What, you may ask, with Reader magazines? Simply we want covers of one magazine improving and for improving their successful Farmers in filling this need is by its cost circulation in the national agricultural serves more Heart region in any other; second, by its subscription—the best by any general farm



The FIRST MARKET IN THE FARM FIELD IS THE HEART REGION



THE first farm magazine you consider and use should be the one that fits the Heart Region market. Here there are more white families living and conducting their business on farms than in any other section of the nation. Here, always more than half of the total farm wealth is produced annually. Here, farm families dominate rural trade. Note decided difference in the East.



IS SUCCESSFUL FARMING

ARM BUSINESS AND FARM HOMES
UBLISHING COMPANY

Practical Copy Isn't So Rotten

Let's All Quit Blaming the Big Blue Pencil for All Shortcomings

By Solomon Sage

IT is with reluctance that I take my white-dot Sheaffer pen in hand to set down words on paper in controversy. I have faced the world with a pen or portable Underwood for many a year.

Words written about products have paid the tax collector, the grocer, the auto maker and the gas company many years in succession. My house was built by words. My family eats from words. The old right hand has a slight touch of writer's cramp this dark night, late. Yet what must be said, shall be said.

I am sick and tired of hearing speeches and reading articles which advise copy writers to read Proust or study the style of Walter Pater if they want to get along.

Every classic writer, every essayist has been held up as a model.

Lists of books are urged, without which no one can have a proper approach to the high mysteries of this great calling.

Yet the highest paid copy writer I ever met was once a coal miner, then ran a wagon route for a soft drink concern and went from there into front-door selling. He was a good listener and knew how to write simple words.

He had one other great asset, which brings me to my next complaint about writers on copy subjects. He had a strange feeling that the man who paid for the advertising knew something about his own product.

I know that such a statement will be sniffed and snarled at by at least seven misplaced young Gene O'Neills and Sherwood Andersons who are forced by an unappreciative world to write copy in agency cubby-holes while waiting for their play or novel to germinate or be snapped up by a producer or publisher.

It is generally agreed among these "temporarily writing copy" boys that the good stuff they write is invariably emasculated and made

insipid by a big boob in a swivel chair.

There was a time when I felt the same way. It was during the late Mencken era when the admen thought of space as something to be filled with bright gems of rhetoric. We have all had to go back to practical copy writing and that means among other things giving the man who pays for it something he feels is worth money.

I remember how one man in a chair in the front office used to make me feel as frustrated as a golf beginner at the first tee on a spring Sunday.

To this man would be presented words of near magic written in the high hopes of just before dawn; words about railroad trains stopped in their tracks by the trusty air brakes.

The powerful jets of air which stopped the train with its precious load of mothers, babes and traveling salesmen at the very edge of a roaring stream, bridge washed away, were carried to their task by Jones pipe, impregnable to corrosion and rust.

It was dramatic, exciting copy, full of roar, rattle and human interest.

The old man, who would eventually have to sign the check that paid for the high-priced space it was supposed to occupy, lit a cigar and studied my copy.

I knew what was coming. The phrase he liked wasn't in there anywhere.

I hadn't mentioned a word about the iron from which those pipes were made being "hand-puddled in small heats."

How that horrible phrase worried me. How sore I was when he began to pull my fine sentences all apart to find a place to put it in. How we used to start all over again when his additions didn't fit into my flowing style.

And how much steel pipe his revised copy used to sell!

As I look back from the vantage point of several years later, how right that old boy was to insist on having in the copy he paid for, the kind of words he knew would sell steel pipe to a definite man he had in mind, who represented in turn all the prospects there were for him. He knew he had seen most of them in the thirty years' work he had done on his way up from puddler to president.

Why shouldn't he know that certain phrases and words registered with prospects out of all the thousands he had used in personal selling, in letters, in catalogs?

Why shouldn't he know a lot more than I did, with all my college training, wide reading, knowledge of English composition and the whole "background" that cost my dad so much money years ago?

The answer is that he did, and so do a lot more of the big boys whose lack of appreciation and big blue pencils are blamed for so much inadequacy in copy.

Those phrases which many of them insist shall go into each piece of copy lead me to a practical suggestion which a young copy man of my acquaintance has found helpful.

He had been doing too much wide reading. He had just about come to the point of knowing that he could easily die in the first alcove of a great library if he read twelve hours a day from twenty-one to the time of his demise.

He, too, was up against a big boss who had what he called "pet" words and phrases. He couldn't write stuff that got by the blue pencil.

I asked my young friend why he didn't try a practical idea. There was a reason for those words and phrases, which had grown up in the business, I told him. The account was an old timer.

Why not, I suggested, take home over Sunday all the scrap books containing the trade paper and consumer copy for the past several years, as well as a bunch of letters, booklets and catalogs which had been used by the company? Then I told him on that same Saturday morning to make three or four calls on buyers of the product to do the double check I had in mind.

Every time, I told him, he came across an expression or phrase which struck him as well-put in the copy, let him jot it down. Then let him check those expressions against what he had discovered by talking to the group of representative buyers.

By such a double check he might discover the "naturals"; the words and phrases which had evolved slowly out of the rough and tumble of the business. Such were not "pet" words; they were obviously good words to study. What happened in this case was that my young friend was able to give a fresh selling angle (secured from the buyers) to some of the time-tested words (evolved from within the business).

He wrote seven pieces of copy which passed the big boss quickly and I claim they are better pieces of practical selling copy than seven years' study of any novelist, poet, or playwright would have produced.

If any semi-intelligent man will get himself thoroughly saturated with his subject and the buyers' use of the product, the copy will almost write itself. I'll admit frankly that this is only one small angle on copy: a big subject and growing in importance every day, as the men who pay the bills demand more for their money than nice, shiny little words.

Appointed by McJunkin

H. Leopold Spitalny has been appointed musical supervisor of radio broadcasts for the radio department of the McJunkin Advertising Company, Chicago. For the last ten years Mr. Spitalny has been musical director of the Paramount-Publix theaters at that city and conductor of the Chicago Theater orchestra.

Maurice M. Osborne Starts Own Business

Maurice M. Osborne, recently treasurer of the H. B. Humphrey Company, Inc., Boston, has formed an advertising business under his own name at that city. He was at one time with Osborne & Company, later Osborne & Powel.

Appoints Cutajar & Provost

The Reader's Digest, Pleasantville, N. Y., has appointed Cutajar & Provost, Inc., New York advertising agency, to direct its advertising account.

Giving the Consumer More Value Avoids Cut-Price Pitfalls

Maintaining Dollar Volume on Small Sales Unit Protects Profits of
Maker and Retailers and Wages of Workers

An Interview with

Frank Goodchild

President, J. & J. Cash, Incorporated

"WHEN the sales unit is small, price reductions quickly cut into profits of the manufacturer and retailer and also into the wages of workers. Competition and selling costs usually leave a thin profit margin on such products—little or no cushion to absorb blows aimed at prices.

"Even small price reductions loom large in total sales volume, for they are multiplied by a great number of transactions. In such cases, keeping the price up is not only a sound policy, but practically a necessity."

That is the way Frank Goodchild, president of J. & J. Cash, Inc., maker of nationally advertised woven name labels for garment manufacturers, retailers and also for consumers' use, states his sales problem. How Cash is meeting this problem may be suggestive to other producers similarly situated.

Cash's woven labels are sold on order direct to the consumer and also through retailers. Separate initials which the customer may select from store stocks are also sold. Consumer prices on the woven names range from \$1.50 for three dozen to \$3 for a gross. Since the average order is for nine dozen at \$2.50, there is little leeway for temporizing with price.

To maintain the sales unit, Mr. Goodchild has recently made an offer to consumers, through one of his "Cashograms" which says:

"Dear Madam: In a move to help end depression, we beg to notify you that we are now giving an extra dozen of the tapes free with every order for Cash's names, whether the order calls for a quarter, a half, or one gross. In doing this, we give more value for the

dollar and more pay to the weavers. We also now supply an assortment of five colored ground tapes for regular prices."

At the end of an announcement to store buyers, there was this laconic summary:

"REMEMBER

"WE GIVE extra merchandise value to customer.

"WE GIVE you the same profit on the transaction as now; lowering of price would cut profit.

"WE GIVE more pay to our weavers.

"WE GET—we hope—more business."

When a manufacturer offers good values at fair prices—not so-called "cut prices"—he is entitled to the confidence of his trade, and if he earnestly and sincerely wants to keep out of the price-butcher class he will usually find buyers and consumers ready to go along with him.

"Confidence cannot return," said President Goodchild, "until we make an end to piratical price cutting. So long as merchandise is being run and rerun through the price-cutting mill, the consumer will see a probable advantage in holding off on every bit of buying he can possibly defer, for prices may be lower next week.

"For the same reason the wholesaler and retailer are uncertain about their buying. Meanwhile the manufacturer is forced to lay off his employees for lack of orders, reducing by just that much the already diminished purchasing power. When we get back to a basis of price maintenance, business will again come back into its own.

"In a recent issue of PRINTERS'

INK, I read with much interest an article entitled, 'No Mercy for the Predatory Price-Cutter.' I noted particularly what various department store presidents had to say about price cutting. I would like to suggest that some of these executives check up on their buying departments, because this effort we are making to maintain prices by giving an extra dozen names with every order has brought us many letters from buyers who think it would be a better policy to reduce the price.

"We are trying to maintain the price, maintain our own and the store's profits, and also protect the wages of our employees. If we reduced the price, the retailer would have to take a smaller profit per unit of sale, and it would not be long before he would be insisting upon a larger discount and growing discouraged because the manufacturer could not give it to him. There is no end to the price-cutting circle.

"On the other hand, we have received a great many letters from dealers praising us for the stand we have taken.

"The manufacture of woven names is a very complicated process. When one name is being made, there are something like twenty more being woven at the same time. Manufacturing costs cannot be reduced below a certain point. But, admittedly, raw materials are cheaper today than twelve months ago. Therefore, we should give the consumer the benefit of that saving. But, rather than reduce the price—which is always very difficult to put back again on an advance in raw materials—we decided to give the consumer more goods per dollar. The prettiest part of this picture is that the weaver at the loom is paid more for each order that is turned out, because wages are computed on a yardage basis, rather than on a daily wage scale.

"Recently I have noted some tendencies which have made me confident that our line of manufacture is going to get back to real price standards. In response to our quotations we have fre-

quently been told that if we can shave five cents per thousand off our price the order is ours. This even though, after the additional slight reduction, our price is still above the competitive price. In this there is an indication that buyers of garment labels realize that they cannot get good merchandise and good delivery and pay a cut-rate price.

"For 100 years J. & J. Cash, Inc., has steadily maintained standards of quality and service, thus making friends of customers. After all, are not friends the ones who stand by you in bad times as well as in good times? In business, as in social life, such friends deserve the best. On this policy we have weathered the storms of many depressions, as we are going to weather this one."

Death of A. J. McElhone

Arthur Johnson McElhone, a member of the advertising and editorial staff of the McGraw-Hill Publishing Company, New York, died at that city last week. Mr. McElhone, who was in his fifty-eighth year, was at one time advertising director of The Eaton Axle & Spring Company, Cleveland. He had also been engaged in advertising agency work in Cleveland and New York.

"Industrial Sanitation," New Publication

Industrial Sanitation is the name of a new monthly publication the first issue of which will appear in May. The new magazine will be published by the Mac-Nair-Dorland Company, Inc., with headquarters at 136 Liberty Street, New York.

W. E. Shuit, Jr., with Mortimer Lowell

W. E. Shuit, Jr., formerly a representative of *Power Farming Dealer*, has joined the Mortimer Lowell Company, New York advertising agency, as an account executive.

Appointed by Nursing Journal

Jane Little Temple, formerly with the *Western Hotel Reporter*, San Francisco, has been appointed managing editor of the *Pacific Coast Journal of Nursing*, of that city.

Joins Philadelphia Printer

Franklin Bache Huntington has joined the sales staff of the Dando-Schaff Printing & Publishing Company, Philadelphia, letter-press and offset printer.

Advertising Agency—1932

Day-by-Day Highlights in a Service that cannot be Standardized

We spent \$150,000 of our own money

OVER A PERIOD OF YEARS, we have been building up our Marketing Department. At a cost of \$150,000 of our own money, we have offered our clients for several years the BBDO Buying Power Index. This index is an accurate measure of the flow of retail dollars in every trading area of the United States.

This exact knowledge is one of the facilities available to all BBDO clients through this department. The

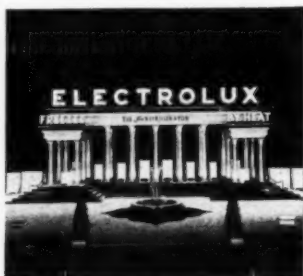


facilities are varied; but they are all based on the simple principle of helping our clients go after their *best* markets *first*.

We also build Greek Temples

WHEN VISITORS to the Annual Convention of the American Gas Association in Atlantic City entered the great convention hall, their eyes were irresistibly drawn to the stage. (At past conventions no one had

thought of building an exhibit on the stage.) There, basking in the glare of 50,000 candlepower floodlights, stood an ancient Greek temple. Silver col-



umns 14 feet tall supported a cornice on which was the name "ELECTROLUX," 52 feet long. Beneath the temple roof stood all the ElectroLux models, each in its individual floodlight. It was effective.

Are chickens color blind?

THE QUESTION CAME UP in connection with a script that was being prepared for a radio broadcast. We thought it best to find out—because there seem to be about half a million listeners ready to tell you if you should be wrong. Our Library Research Department got the answer (we don't know where!). Chickens are *not* color blind. This department of ours is a reservoir of information. When it doesn't know the answer, or can't find it among its 4,000 books and 600,000 clippings and pamphlets, this department knows where to get the answer.

Who is the best circus-horse trainer in the United States, and where can I interview him over the week-end?



What other actors were on the bill with Lillian Russell at Tony Pastor's in 1879? Did King Edward VII of England speak with a German accent? What percentage of people in the U. S. wear glasses? . . . Do these questions seem queer to you? The answers have actually gone into advertising copy or script.

**It helps us buy
good pictures**



IN THE PAST TWELVE MONTHS, the work of more than 120 artists has been displayed in this alcove in our office. Several great names have been represented here—Adolph Treidler, Jack Sheridan, R. J. Holmgren, Carolyn Edmunson, and Alfred Cheney Johnston. But they haven't scared off the lesser ones. The purpose of this informal exhibition is largely one of discovery. It makes it possible for more of our people to see the work of new artists and the new work of old, than would be possible in any other way.



**Meet the
"Square Egg"**

MEET THE "SQUARE-EGG" frying pan, introduced to New York last spring (months ahead of any other store) by Lewis & Conger. If you want the newest things in housefurnishings, this store has them—has built a reputation for having them. Since 1915 we have been helping this client increase that reputation. We have worked heart and soul with them to do a good job. One proof of it is that their advertising won a Harvard Award in 1928.

BATTEN, BARTON, DURSTINE & OSBORN

INCORPORATED

ADVERTISING

383 Madison Avenue, New York

CHICAGO: McCormick Building • BOSTON: 10 State Street • BUFFALO: Rand Building
PITTSBURGH: Grant Building • MINNEAPOLIS: Northwestern Bank Building

Agency Asks Circulation Statement with Monthly Space Bills

Letter to Magazines and Business Papers Predicates Payment of Invoice on Receipt of Report

CIRCULATION statement with your space invoice—or the bill won't be paid. This policy, "effective at once," was announced last week by Lord & Thomas and Logan, Inc., advertising agency, through a letter mailed to publishers of national magazines and business papers.

The policy has been adopted for the general purpose of securing more frequent and up-to-date circulation reports from these two classes of publications. The opening paragraph of the letter points out that, "As the Audit Bureau of Circulations reports of circulation on national and trade publications are considerably delayed—from six months to one year—it is essential that we receive immediately an up-to-date report of your circulation direct from you as soon as compiled." The letter continues:

"Our policy, effective at once, is that no payment is to be made to your publication for any advertising in the subsequent month unless your report covering the circulation of the previous month's issue has been submitted with your bill covering the advertising in the subsequent month. In other words, any advertising in your May issue will not be paid unless your bill for advertising in the May issue is submitted to us together with a report of circulation covering your April issue.

"Will you please instruct the proper department accordingly, so that there will be no delay in the payment of your bills?

"Should you not be able to submit to us a report of the circulation of the previous month with your bill of the current month, it will be necessary for you to advise us as to how soon you can furnish us with this information, so that our Accounts Payable department can be instructed accordingly."

"We feel—especially in view of current conditions when many

changes are taking place in the publishing business—that this policy is both reasonable and business-like," William R. Sachse, general comptroller of the agency and signer of the letter, tells PRINTERS' INK. "We depend greatly upon the A. B. C. reports, of course, but we feel that we also need more up-to-date information. Some publications apparently do not have the facilities to provide such figures. But they should be able to.

"We realize, of course, that should a publisher refuse to comply with our request for circulation figures, we are bound to pay the bill. But such refusal could logically be regarded as evidence of bad faith and we should be guided accordingly in future dealings with that publication."

O. C. Harn, managing director of the Audit Bureau of Circulations, expressed the opinion that an agency is justified in calling for more frequent circulation figures, within reasonable bounds, than are provided by A. B. C. reports, just as a publisher has the right to present more recent figures to the agency for consideration on his own initiative.

A. B. C. Reports Necessarily Delayed

"Under the present set-up, many of the A. B. C. reports for any given period must necessarily be somewhat delayed," Mr. Harn noted. "With approximately 1,600 publisher members and a force of sixty auditors, it is obvious that we cannot have an auditor on the doorstep of every publication at the end of each period. Consequently some reports must be delayed from three to six months or more, although the interval is very seldom as much as a year. To narrow this interval materially, it would be necessary for the cost of membership to each publisher to be quadrupled—if not more than that."

55 General Motors Shows

Exhibits of All Products, Heralded by Big Advertising Program, Held Simultaneously in Strategic Marketing Points

1. Company:

General Motors Corporation, Detroit.

2. Event:

An exhibit of all General Motors' products simultaneously in fifty-five of the most important cities throughout the United States and in the showrooms of General Motors' dealers in all cities.

3. Products:

The following divisions of the corporation will exhibit: Cadillac Motor Car Co., Buick Motor Co., Olds Motor Works, Oakland Motor Car Co., Chevrolet Motor Co., Delco Appliance Corp., AC Spark Plug Co., Fisher Body Corp., Frigidaire Corp., General Motors Acceptance Corp., and General Motors Truck Co. Chevrolet trucks and General Motors trucks will be exhibited in cities where there is sufficient exhibition space.

In addition, in those cities such as Dayton and Indianapolis where other manufacturing divisions have plants in or near the city, additional exhibits of their products will be on display.

In all, over 2,700 cars and trucks will be on exhibit, 900 Frigidaires, approximately 220 desk fans and 165 vacuum cleaners, 110 Delco lighting plants and water pumps, fifty-five Delco radios and five of the AC products in each exhibit. General Motors Acceptance will have a booth at each exhibit for the distribution of literature and the display through pictures of its financing advantages. A special exhibit of the Fisher Body Craftsman's Guild will be in each show.

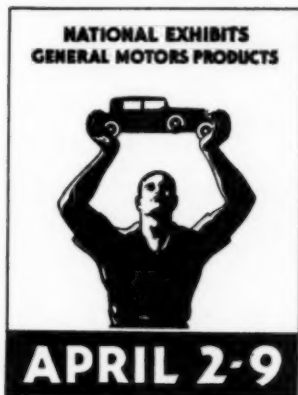
4. Time:

The exhibits are to be held from April 2 to April 9 inclusive and are to be open daily from 10 a. m. until 11 p. m. Admission will be free.

5. Object:

These exhibits are planned to focus the attention of the country

upon the automotive industry and the part it plays in the welfare of the country. "The magnitude of the effort and the importance of General Motors should serve to convince," says Alfred B. Sloan, Jr., president, "the doubtful that



our great organization has unlimited confidence in the present as well as in the future."

6. Theme:

The theme of the exhibit will be "Work for Many Hands."

7. Physical Set-Up:

The same decoration scheme is to be followed in each hall. In preparing these exhibits over 80,000 yards of cloth have been manufactured into curtains; 750 stands of flowers, and over 1,000 floodlights have been distributed to the halls.

8. Organization:

Sixteen General Motors supervisors have been appointed. Each supervisor has been allotted three or four shows to oversee. A committee consisting of a representative from each division interested in the shows, plus a representative from G. M. A. C., and General

Motors Management Service, has been appointed for each city.

9. Plan Book:

A plan book giving instructions for putting on the show was furnished for the General Motors supervisors and each committee member. This book contained complete information on the exhibits, explaining how they are to be conducted, step by step. A more detailed supplemental book was issued later.

10. Advertising:

The following advertising was arranged for:

(a) A ten-page section in a national weekly.

(b) Three one-half page advertisements in the newspapers of the show cities. These advertisements will start on April 1 and run through April 6. They will be staggered in the various newspapers so that the advertising will be continuous during that period.

(c) The General Motors' radio program of March 28 carried an announcement of the shows. The radio program of April 4 will be devoted entirely to the national exhibits' activities.

(d) The divisional radio programs just preceding and during the shows will carry an announcement of the activities. These will include the programs of Buick, Pontiac, Olds, Chevrolet, and Frigidaire.

(e) Twenty-four one-minute radio announcements will be made from local stations in the show cities during the show period.

(f) A special outdoor poster will be displayed in each show city from March 28 to April 9.

11. Stockholders:

A personal invitation from Mr. Sloan to every General Motors' stockholder was issued with the dividend checks of March 12.

12. Competition:

On March 21 a formal engraved invitation to attend the exhibits was sent to 30,000 competitive car dealers and officials of competitive automobile companies.

13. Suppliers:

Invitations have also been sent to 15,000 General Motors' suppliers as well as 4,500 fleet users. Divisional purchasing departments have sent personal letters of invitation to each supplier and his employees.

14. Employees:

General managers in each division have been asked to write a letter to their employees calling their attention to the exhibits and asking them to lend their support. Three thousand posters were put up in General Motors' offices and factories.

15. Literature:

An eight-page rotogravure section covering General Motors' activities is being passed out at the show and a small number was furnished to each dealer. Approximately 1,500,000 of these eight-page rotogravure sections will be distributed. In addition, several million pieces of divisional hand-out literature will be supplied.

16. Dealer Co-operation:

A twelve-page prospectus was furnished to all divisions exhibiting in the shows in sufficient quantity to send one to each of 28,000 dealers. This prospectus covers the material to be furnished to each dealer by General Motors, the advertising which will benefit the dealer, and certain general activities which the dealer can undertake in order to tie-in with the whole activity.

Paul Thomas Joins Briggs & Varley

Paul Thomas, recently a vice-president of Lyddon, Hanford & Kimball, Inc., now Lyddon, Hanford and Frohman, Inc., has joined Briggs & Varley, advertising agency, also of that city. Before joining Lyddon, Hanford & Kimball he was for five years director of sales promotion of Cheney Brothers, New York.

T. P. Flato with Sheldon Paint

Theodore P. Flato, formerly New England manager of Patterson Displays, Inc., has been appointed sales promotion manager of the Albert K. Sheldon Company, Cambridge, Mass., manufacturer of paint and varnish.

These Letters Set Price Hysteria Before 30,000 Dealers

How Underwear Manufacturers Described in an Understandable Way Cold Economics of an Important Problem

THIRTY thousand retailers are receiving a series of six letters mailed out by the Associated Knit Underwear Manufacturers of America—letters which take up the cudgels against price hysteria and spare nobody's feelings in demonstrating emphatically that price recessions have become a business burlesque.

The letters should be of keen interest to a large circle of manufacturers for several reasons: First, because they furnish sane arguments with which to combat the price madness that is a festering sore in retailing today. Secondly, because they are models of simple interpretations of complex economic factors. Thirdly, because they breathe optimism without being sloppily enthusiastic.

The first letter plunges into its subject in this abrupt, and yet attention-demanding, manner:

THE BIG TOE TOUCHES BOTTOM

Low, lower, lowest—then what?

As an inducement to buy, price is only pungent when price is an exception.

The merchant who doesn't realize that price has been parodied until its punch is exhausted has only to balance his books and look about him.

The prospective customer's eyelids do not even flutter when the price cards are shifted to reveal further reductions.

Wild and extravagant advertising claims have made cynics of the sweetest of folks.

Having played the price drama to an anti-climax, the next move must necessarily be in the direction of quality—quality at a consistent price.

New words and music are essential if the show is to go on.

There is a point in all price recessions where logic ends and burlesque begins. And that point has been reached—and even passed—so great was the velocity of the price debacle.

The public is now demanding better grade merchandise, having exhausted the watery possibilities of the other kind. The retailer can offer nothing further—the manufacturer can conceive of no means that will provide a dollar's worth for half a dollar. It never could be done—and it cannot be done today.

As Rabelais said: "Ring down the curtain—the farce is over."

RETAIL GROUP,
Associated Knit Underwear
Manufacturers of America.

Re-read that letter and note particularly how candidly, how boldly it lays open the problem and with what skilful touches it first paints the somber colors of the picture and then adds more cheerful tints.

The second letter does not make the mistake so common in serial messages—the mistake of assuming that the first instalment has been thoroughly memorized and absorbed. It repeats the self-same story:

NEW TONIC NEEDED

Business needs a revival of confidence between producer and retailer—in order that both may survive. Fast and loose playing will no longer serve.

Consumers are frugal—and the frugal are seldom foolish. That is why the star dust and fiddlesticks formula of the price-cutting debacle has petered out.

The individual merchant has competed wildly with the chain store and sacrificed his identity and his prestige to no purpose.

As a depression dispeller price reductions merely prolonged the agony and licked up the retailer's profits.

We have entered Quality Row. It is neat and orderly. Business is getting back to sanity. When a market touches bottom, it cannot go lower. For months the knit goods buyers have been fighting their bugaboos by cutting prices. And the harder they fought, the faster the goblins multiplied.

The public knows today that price appeal is a flat tonic; that it has lost its force. The manufacturer and the retailer must lay out new plans to coax hermit dollars out of hidden caves. And price will not do it because price claims have become absurd. They mean nothing—and everybody knows they mean nothing.

Better made goods at moderate prices is the new order of business. The manufacturer and the retailer must co-operate to the end that business may be restored.

An order should be an order—and not a possible cancellation. The retailer must give value and the manufacturer must have time to produce his merchandise.

The hour has arrived to throw away dopes and let in the sunshine and the air.

RETAIL GROUP,
Associated Knit Underwear
Manufacturers of America.

The third letter would make excellent material for manufacturers' salesmen to read. It is captioned:

"Stop Racing Down a Dead End Street" and paints an exceptionally clear picture of the futility of price cutting in terms that any one with a selling mind should be able to take in at a glance.

The fourth letter is, in this writer's opinion, the prize of the series. It sends its message home in this straight-hitting manner:

ACT II—SCENE I

One cannot compare quality merchandise to shoddy, any more than one can compare square emeralds to costume jewelry.

The trouble in knit goods business has been that too many of us have lost our sense of values. The price fixation almost rode us to our doom.

The girl with the shoddy hosiery wears a blush under her make-up. The man with the shapeless, lattice-work underwear knows today that he cannot buy something for nothing.

To some extent, Mr. Buyer or Merchant, this may be your fault. Perhaps with the best of intentions you sold these people the knit goods that are breaking their hearts.

You thought they wanted only goods at a price and echoed their demands. But it couldn't go on forever, as you both realize today. It was a noble experiment, but it blew up in the laboratory. The ingredients were wrong.

An ounce of quality today is worth a ton of apologies tomorrow.

The shouting dies. The price clamor subsides to a murmur. In the end, only quality lives.

Make-shifts, substitutes and merchandise with a pretty sales talk but nothing to back it up have been tried and found wanting.

Quality endures because it is wholesome.

The merchant and the buyer could not go on forever waving the wand and producing miracles. The age of miracles is past. We can all recall the days when the frenzied merchant came into the harassed seller, pounded the table and insisted on something to sell "at a price."

This sort of thing went on and on and on. Eventually it couldn't go any further.

And that is approximately where we stand today. The public wants better merchandise.

Back to the vitamins—avaunt the froth!

That letter sounds a clarion call. It is a complete summary of the story of quality vs. price as a sales appeal—a story that is as applicable to the manufacturer as it is to the retailer. After all, the price mania is not solely the retailer's fault. It was aided and abetted by the manufacturer. The wholesaler also played his part. It is time that all of the factors in the producing-distributing chain realized that "the

age of miracles is past," just as the public is coming to realize it. "The public wants better merchandise" is as much a tip to the manufacturer as it is to the retailer.

In the fifth letter, the assault on the price fetish continues with a simple but strong comparison. The caption to this letter asks the retailer: "Are You Price Drunk?" It starts off by telling about the "has-been" prize fighter who is "punch drunk." It then compares him with the buyer who is "price drunk" and who is ready for the merchandising infirmary.

Other similes are also used to drive home the point. Price is compared to a hypodermic injection—it may produce immediate and favorable response, but its long-time effects cannot be other than distinctly harmful. "Prestige, power and profit," this letter concludes, "are based on quality because only quality endures."

The concluding letter in the series harps on the fact that anybody can cut prices but that it takes brains to make and sell a better article. It admits that cut prices may cause the crowds to gape—temporarily. "But the thrill is short-lived," says the letter, "and the finale painful."

It is too much to expect that this series of six letters to 30,000 retailers is going to cause a revolution in retail merchandising methods. Price is in the saddle and will not be easily displaced. But these letters will undoubtedly leave impressions with retailers here and there—impressions that will be translated into definite action. Whether these isolated efforts to break away from King Price become more widespread will depend, to a large degree, on whether other associations, and individual manufacturers as well, take up where this association has left off.

"Service," New Publication

John F. Rider, who for several years has published textbooks for radio service men, has brought out a new monthly magazine called *Service*. It is devoted to the problems of the radio service man. Headquarters are at 1440 Broadway, New York. Charles Farrell has been appointed Western manager, at Chicago.

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The Deceptive Use of Personal Names as Trade-Marks

Every Man Has a Right to Use His Own Name in His Own Business—
with Reservations

EVERY man has a right to the use of his own name in his own business. But even though your name may be Wrigley, don't try to sell a gum with your name on it. Or, to use an even more common example, if your name is Ford, don't try to sell an automobile with your name on it if the car isn't made by Henry Ford.

Because that right to the use of one's own name in business, while it is a concrete privilege, has certain limitations. Outstanding among these limitations is one that declares that a man may not use his own name in business if he does so "for the purpose of stealing the good-will of his neighbor's business, or to commit a fraud upon his neighbor, or to trespass upon his neighbor's rights or property."

What these limitations usually boil down to is that one may use his name in his own business provided that by doing so he does not deceive the public and cause a belief that he is selling the goods of another of the same name as the one he bears.

A Case in Point

This vital point in the use of personal names as trade-marks was brought out in a decision handed down a short time ago by the United States Circuit Court of Appeals, First Circuit. The action was brought by the De Nobili Cigar Company which sought to prevent the F. G. Nobile Cigar Company from using the name "F. G. Nobile Cigar Co." and "F. G. Nobile" in connection with cigars. In a lower court, De Nobili had won a partial victory—the court had ruled that Nobile could use its name only if its wrappers and labels were made readily distinguishable. But De Nobili appealed the case on the ground that this victory did not go far enough.

The Circuit Court quotes the de-

fendant as saying that one Francesco G. Nobile "is a person in being and a resident of the State of Rhode Island; that he, with other persons, were granted a charter under the name of the F. G. Nobile Cigar Company; that he always has been the owner of twenty shares of the capital stock of the corporation of the par value of \$50 each, and that he has always been the president of the corporation since its organization and that, in addition thereto, he is a director and, as such, exercises control over its management."

An Irresistible Inference

Nevertheless the Circuit Court ruled: "We think the facts and circumstances conclusively show the want of good faith and honest purpose on the part of the defendant. The inference is irresistible that the defendant adopted the corporate name of 'F. G. Nobile Cigar Co.' and placed the mark 'F. G. Nobile' upon its cigars for the purpose of deceiving the public, and in order to compete in an unfair and illegal manner with the De Nobili Cigar Company, hoping and expecting thereby to secure some portion of its lucrative trade which it had built up by long use and at great expense.

"We are satisfied the use by the defendants of the name 'Nobile' in its corporate name, and in the similarity between the dress adopted for its products and the dress of appellant's products were for the fraudulent purpose of representing its goods to be the goods of the appellant, and involved deceptive imitations of the appellant's trade-name, and that the court erred in not enjoining the defendant from using the name 'F. G. Nobile Cigar Co.' and 'F. G. Nobile' as a part of the corporate name of the defendant in its business."

They won't buy TO



THE economics of "buying to help business" or "buying to create a job" are too obscure for the average man; he owes no debt to business.

But show him real values, such as 1932 can offer, and you'll soon divert his thoughts from hoarding to wise spending.

Unemployment has been over-emphasized: Eight out of ten workers still have jobs. Buying power has been under-estimated: There are millions in deposit boxes, billions in savings accounts. When these reluctant dollars circulate, there will be jobs for all.

It is up to manufacturer, to distributor, to merchant to advertising agent—to create confidence. Not by fear-inspired slogans; but by sane, courageous advertising of

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TO HELP BUSINESS"

... but just show them a real value

today's outstanding values... in merchandise and service.

A note of sound optimism is appearing these days. Your own advertising can reflect this spirit and hasten the general recovery.

The Philadelphia Bulletin is entering its fifth year of continuous advertising. Through prosperity and slump, and through this present era of recovery, it has practiced the tenet it preaches—that advertising is an integral part of business.

The Philadelphia Bulletin has a value to sell which compares with anything 1932 may offer. It reaches eighty-nine per cent. of the homes in America's greatest home center. It has built up this acceptance over thirty-six years, without premium, prize or contest, or sensational treatment of news.

It has consistently kept advertising rates low, until today, its coverage is greater and its cost is lower than any other great newspaper in America.

THE EVENING BULLETIN

ROBERT McLEAN, *President*

WILLIAM L. McLEAN, Jr., *Vice Pres. & Treas.*

PHILADELPHIA

New York Office . . . 247 Park Ave.
Chicago Office: 333 N. Michigan Ave.

Detroit Office . . 321 Lafayette Blvd.
San Francisco Office . . . 5 Third St.

72, Bulletin Co.

Three Jumping-Off Places for the Writer of Copy

Pattern, Eye and Editorial Appeal Represent Springboards from Which to Start Writing an Advertisement

By Marsh K. Powers

President, The Powers-House Company

IS there a copy writer who has never been asked: "How do you go about starting to write an advertisement? Does somebody give you a design and you write words to fit it, or do you write the words first and turn them over to an artist? How do you get your ideas?"

Men and women whose writing includes nothing more ambitious than correspondence are inclined to shroud the task of writing articles, stories, verse, or advertisements in great mystery.

Hundreds of non-writing folk are convinced that they could win cash, or even fame, through writing, if they were once admitted into the professional secret of how to get started. They are confident that the necessary words are stored up in their brains if only someone would provide a means for getting the word-sap flowing. (Apparently they assume that the process is somewhat akin to the harvesting of maple sap.)

En passant I will admit to them that virtually every member of the writing craft with whom I have been intimately acquainted has confessed to days when a painless lancet, designed to probe through the tough outer tegument and tap the pent-up word-stream concealed below, would have been highly appreciated. That, however, is aside from the topic of this dissertation and, moreover, has inveigled me into a morass of mixed metaphors. What has the tapping of maple trees to do with springboards?

Though I have never known an advertising writer who adheres inviolably to any one routine, the process of "getting started" follows one of three fundamental channels.

One may be called the "Pattern Method."

Based on the belief that continuity through visual resemblance is all-important to effective advertising, this school or theory subordinates every other consideration to repetition.

Under the "Pattern Method" a fixed style is first devised and adopted, to be followed for the duration of a particular campaign or indefinitely into the future. The style-pattern specifically prescribes the treatment of from one to four of the following elements of each individual advertisement—(a) placing of illustration, type-masses and display lines, (b) technique of artwork, (c) typography, and (d) style and length of copy.

In the preparation of individual advertisements the "Pattern" procedure is followed in one of two ways—either every topic is forced into the predetermined mould, or only those topics are utilized which are adapted to the particular stylistic handling which is in force.

The Eye Springboard

A second group in the advertising world holds to the belief that the crucial requirement of each individual advertisement is to be noticed.

Their technique may be termed the "Eye Method."

Dominant emphasis is placed on the ocular factors of distinction in layout, pictorial quality, art technique and display. Copy themes are accepted or rejected on the basis of how successfully they lend themselves to effective design and illustration. In general, though not altogether fairly, it may be said that the poster typifies this method of procedure.

The third procedure may be called the "Editorial Method."

Followers of this school aim to apply to each advertisement the same standard of measurement which editors apply to material submitted to them—"Will it be read?"

The basic theory of this procedure is that the potent part of an advertisement is the sales message and that every energy should be centered on getting it read. Unless an advertisement contains some element of human interest, of novelty, of news, or of direct appeal to a universal emotion sufficient to inspire its reading in competition with its surrounding reading matter, it is laid aside until the lacking quality can be injected. A copy writer imbued with this theory makes no effort to place anything on paper until he suspects or is convinced that he has a central idea which will win the interest of readers.

There Are Compromises, of Course

Obviously, in actual practice, there are constant and justifiable compromises between all three procedures. Each of the basic theories has its indisputable values which are recognized and utilized by the adherents of the other schools.

Even in the face of that condition, it is not very difficult for a qualified observer to classify individual advertisements according to which of the three considerations dominated its preparation: fixed style—"will it be recognized?"; eye-catching value—"will it be noticed?"; or reader interest—"will it be read?".

I might add here that there is still a fourth classification which could fairly be termed the "catch-as-catch-can" school, since it betrays no indication of just what, if any, considerations guided and governed its advance planning. Though you will find its work in print, I cannot believe that its followers should be dignified by further attention here. With no springboard to guide them, their entrance into the water has all the grace of a novice's belly-flopper.

In an earlier paragraph I qualified the demarcation between these

"schools" by stating that few advertising practitioners adhere to any one procedure to the exclusion of all others. There is almost of necessity a give and take flexibility in the application of the three methods.

Let us attempt to analyze the reasoning on which individual convictions for and against the three procedures are based.

The points in favor of the "Pattern Method" are:

(a) Once a style has been maintained for a considerable period, readers become sufficiently accustomed to it to recognize it at a glance without detailed reading.

Because it thus "merchandises itself" so quickly, it is probably of maximum efficiency in impressing the scope and frequency of an advertising campaign on trade-factors—wholesalers, retailers and others—affected by it.

(b) It is considerably the least arduous procedure from the creative viewpoint, as it achieves the savings always found in standardized production, and the quality of individual advertisements cannot vary greatly from the selected norm.

(c) It tends toward economies in mechanical cost. Once a pattern is established, it can be repeated more or less automatically with a minimum of experiment and waste motion on the part of contributing craftsmen.

One Serious Disadvantage

Against these three important advantages can be listed one serious disadvantage: The fact of quick recognition of the source and subject of the advertisement eliminates curiosity-appeal, making it easy for the reader to assume a lack of personal interest and quickly turn the page. For the trade-effect previously mentioned it thus endangers consumer-appeal.

Critics of the "Pattern Method" claim that this peril of monotony, through repetition, outweighs all its advantages and is deadening alike on its creators and potential readers. If easy recognition, they ask, is the highest tribute an ad-

vertisement can achieve, why not a single standardized and unchanging advertisement with all further creative and mechanical production expenses eliminated?

The "pros" for the "Eye Method" are rather easily stated:

(a) In the circulation of any publication there is admittedly a considerable percentage who, at the time of reading, are hurried, incurious, or unreceptive. Some may even be antagonistic to advertising interruptions. The proponents of the "Eye Method" select this hardest audience as their target on the justifiable assumption that the easier audience will not fail to see whatever "stops" their more difficult fellow-readers.

(b) The insistent demand for eye-catching "stoppers" is in itself a considerable insurance against stodgy advertising and a spur to intensive creative thought.

(c) The "Eye Method" tends to capitalize to a maximum degree the sales-power and memory-value of pictures.

Against these advantages can be ranged the following dangers into which a too enthusiastic application of the "Eye Method" can lead an advertiser:

(a) The "Eye Method" produces the most "highly seasoned" advertisements and can degenerate into flamboyant sensationalism.

(b) It is apt to over-emphasize quick impression at the expense of sales-effort and hence lapse into name-publicity.

(c) Because it tends to limit the space allowed for copy, the latter is often reduced to generalities.

Judgment Can Avoid the Perils

These, however, are perils rather than inescapable disadvantages and if judgment is used in the selection of themes and the demand for white space and verbal brevity are not carried to extremes, there is little question but that the "Eye Method" secures a high return in public notice per dollar expended.

In support of their theory and procedure the "Editorialists," in turn, muster the following list of advantages:

(a) Advertising is in competition for attention with all adjacent editorial matter as well as with adjacent advertisements. The "Will-it-be-read?" basis is the only one which takes this fact completely into consideration and endeavors to supply material of equal reader-interest.

(b) The viewpoint that each advertisement must be an effective sales-presentation in itself tends to result in a program of higher productiveness than when the individual insertions are designed on the questionable assumption that a number of the advertisements in a series will be seen by any one reader.

(c) Emphasis on the question "Will it be read?" automatically prevents an advertising program from lapsing into mediocrity, into "I-interest" instead of "You-interest," into unconvincing platitudes.

(d) The "Will-it-be-read?" procedure is able to utilize the major advantages of the "Eye Method" and sufficient of the elements of the "Pattern Method" to reap those values in the other two methods which the "Editorialists" believe of greatest importance.

Against these claims there are certain very definite liabilities facing those who adopt the "Editorial Method":

(a) It is by a considerable margin the most laborious of the three procedures and places the greatest burden on the copy man, because a greater percentage of preliminary work, first drafts and sketches is discarded.

(b) Fewer acceptable advertisements can be produced in a given period.

(c) When inexpertly handled, the "Editorial Method" tends toward far-fetched or long-winded approaches into the true subject matter of the advertisement and over-long copy.

(d) Fewer copy writers are sufficiently qualified in background, market understanding and mastery of words to meet its requirements.

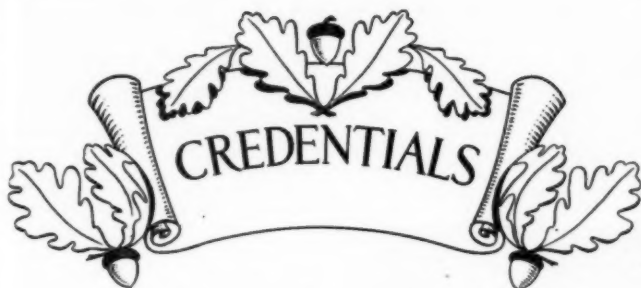
It is in the intelligent matching of product with these procedures that the judgment and analytical ability of the copy planner are best disclosed.



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The merged personnel of

McMULLEN, STERLING & CHALFANT
and
GOTHAM ADVERTISING COMPANY

was announced March 1st. These two groups are now together at 250 Park Avenue. The name on the door is Gotham Advertising Company.

This *complete* organization offers the American advertiser a gathering of interesting, mature, responsive and helpful brains. It offers him commercial imagination, broad advertising and selling experience and financial stability—the three major credentials of agency character.

GOTHAM ADVERTISING COMPANY

Incorporated 1908

International Selling and Advertising Counsellors

250 PARK AVENUE

NEW YORK CITY

Death of Harry T. Watts

HARRY T. WATTS, business manager of the Des Moines *Register* and *Tribune*, died at that city last week. Through his business career from carrier messenger to business manager, he won a place of high esteem in his community and in his State. His active



Harry T. Watts

participation in organized activities in the field of newspaper publishing and advertising won for him friends throughout the country.

He joined the *Register* and *Tribune* in 1905, in its circulation department where he had served as a carrier salesman before his entrance into college. From the circulation department he was transferred to the local advertising department of which he soon became head. His next promotion was to the position of director of both the national and local departments. For the last eight years he had been business manager.

Mr. Watts was vice-president of Major Market Newspapers, Inc., and active in the councils of the Association of Newspaper Advertising Executives. He was unsparing in his efforts as a worker in the civic affairs of Des Moines and was president of the Des Moines Chamber of Commerce.

William E. Donahue, advertising manager of the Chicago *Tribune*

and a colleague of Mr. Watts in the Association of Newspaper Advertising Executives has this to say of him:

"Harry Watts was a great advertising man, as well as an able business executive. He stood for truth and cleanness in advertising and was constantly on the side of all that is good in advertising ideals. He was a prominent influence in the discussions of the newspaper executives group, evincing always his passion for the improvement of advertising. He was an instrument for betterment in the business of which he was a part and his loss will be felt keenly in advertising circles."

Fred O. Bohen, president and general manager of the Meredith Publishing Company, characterizes Mr. Watts by saying: "In addition to his fine record in newspaper work, his memory will be outstanding for the work he has done in Des Moines."

A tribute to Mr. Watts from John Cowles, associate publisher of the *Register* and *Tribune*, is worded as follows: "Harry Watts was not only an extraordinary business man and organizer, an executive who instilled affection and loyalty in the hearts of everyone who was associated with him, but in addition he was one of Des Moines' most outstanding civic leaders.

"He gave so generously of his time and ability, as well as contributing financially, to so many different community movements that a wide range of welfare and civic organizations will miss him as they would miss few men."

Mr. Watts was forty-six years old at the time of his death.

J. L. Williams Heads Coastal Electrotape

John L. Williams, formerly vice-president of the Southeastern Advertising Agency, High Point, N. C., and Jacksonville, Fla., has been made president and general manager of the Coastal Electrotape Company, Jacksonville, a new company which has taken over the Florida Electrotape and Stereotype Company.

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Chain-Store Sales for February

Company	Feb. 1932	Feb. 1931	% Chge.	2 Months 1932	2 Months 1931	% Chge.
Grt. At. & Pac. (a)	\$69,860,876	\$82,441,242	-15.2	\$138,827,475	\$161,256,112	-13.9
*Sears, Roebuck (b)	19,647,639	23,536,229	-16.5	38,656,088	46,578,500	-17.0
F. W. Woolworth	18,793,418	19,385,731	-3.0	36,783,941	38,625,576	-4.7
Kroger G. & B. (c)	16,722,189	19,553,785	-14.4	33,389,241	38,738,093	-13.8
*Montgomery Ward	11,963,366	15,244,975	-21.5	23,991,420	31,865,213	-24.7
J. C. Penney	9,586,397	9,526,559	+0.6	18,871,974	19,253,675	-1.9
Amer. Stores (d)	9,154,585	11,165,671	-18.0	19,272,239	23,662,781	-18.5
S. S. Kresge	9,080,214	9,769,994	-7.0	17,925,608	19,594,928	-8.5
First National (e)	7,853,899	8,145,764	-3.5	15,568,558	16,210,113	-3.9
National Tea (f)	5,169,555	6,068,465	-14.8	10,916,982	12,646,625	-13.6
W. T. Grant	4,838,564	4,347,485	+11.3	9,333,113	8,457,202	+10.3
S. H. Kress	4,697,867	4,487,051	+4.7	8,971,851	8,886,872	+1.0
Walgreen Co.	3,974,953	4,146,699	-4.1	8,192,543	8,598,042	-4.7
McCrory Stores	3,066,752	2,945,965	+4.1	5,986,034	5,848,468	+2.3
Grand-Union (g)	2,884,180	3,309,200	-12.8	5,304,449	5,910,432	-10.2
H. C. Bohack (h)	2,588,014	2,722,683	-4.9	5,192,582	5,478,888	-5.2
Daniel Reeves	2,273,886	2,677,701	-15.0	5,205,894	6,078,792	-14.3
J. J. Newberry	2,002,555	1,695,270	+18.1	3,836,776	3,464,662	+10.7
Dominion Stores (i)	1,857,574	2,013,662	-7.7	4,045,480	4,336,427	-6.7
Waldorf System	1,180,578	1,210,123	-2.4	2,404,072	2,504,691	-4.0
Peoples Drug Stores	1,344,024	1,363,033	-0.6	2,734,565	2,793,923	-2.1
Melville Shoe	1,352,746	1,520,183	-11.0	2,806,150	3,176,056	-11.6
McLellan Stores	1,344,624	1,256,145	+7.0	2,621,571	2,546,114	+2.9
G. C. Murphy	1,221,402	1,204,188	+1.4	2,332,195	2,425,502	-3.8
Consolidated Retail	1,167,401	1,493,983	-21.8	2,201,723	2,942,105	-25.1
Lerner Stores	1,600,300	1,697,106	-5.7	3,139,619	3,420,342	-8.2
Interstate Dept.	1,140,832	1,346,715	-15.2	2,190,582	2,642,480	-17.1
Neisner Bros.	909,796	943,531	-3.5	1,751,888	1,978,915	-11.4
Jewel Tea (j)	892,604	1,107,352	-19.3	1,792,529	2,174,265	-17.5
Lane Bryant	860,085	1,221,815	-29.6	1,809,739	2,704,664	-33.1
Rickford's	592,764	611,115	-3.0	1,246,366	1,299,070	-4.0
Western Auto Sply	572,009	636,705	-10.1	1,212,208	1,349,189	-10.1
Schiff Co.	510,315	542,896	-6.3	993,624	1,050,280	-5.4
Winn & Lovett	421,798	414,425	+1.7	888,903	879,637	+1.0
Exchange Buffet	370,278	442,675	-16.3	785,030	954,822	-17.7
Kline Bros.	368,453	234,702	+57.0	666,035	505,932	+31.5
Sally Frocks	221,447	303,360	-27.0	491,014	683,522	-28.1
M. H. Fishman	136,857	104,312	+31.2	252,084	200,405	+25.7
Kaybee Stores	83,458	89,102	-6.3	155,740	174,652	-10.8
Totals	222,318,254	250,927,597	-11.40	442,747,885	501,897,967	-11.78

*Includes both chain and mail-order sales.

- (a)—4 weeks and 8 weeks, ended Feb. 27. (f)—4 weeks and 8 weeks ended Feb. 27.
 (b)—Jan. 30 and Jan. 2 to Feb. 26. (g)—5 weeks and 9 weeks ended Mar. 5.
 (c)—4 weeks and 8 weeks ended Feb. 27. (h)—4 weeks and 8 weeks ended Feb. 27.
 (d)—4 weeks ended Feb. 27. (i)—4 weeks and 9 weeks ended Feb. 27.
 (e)—4 weeks and 8 weeks ended Feb. 20. (j)—4 weeks and 8 weeks ended Feb. 27.


February sales of The Great Atlantic & Pacific Tea Company, expressed in tons, were estimated at 412,767 this year, compared with 439,545 in February, 1931. This is a decrease in quantity of merchandise sold of 26,778 tons, or 6.09 per cent. Average weekly sales in February were \$17,465,219, compared with \$20,610,311 in 1931, a decrease of \$3,145,092. Average weekly tonnage sales were 103,192, compared with 109,886 in February, 1931, a decrease of 6.694.

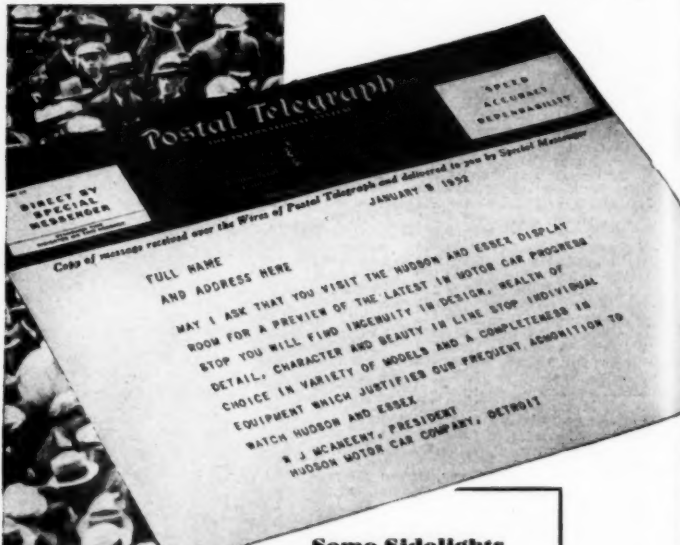
NUMBER OF STORES IN OPERATION

	END OF FEBRUARY			END OF FEBRUARY	
	1932	1931		1932	1931
Kroger Grocery	4,874	5,119	McCrory	242	244
J. C. Penney	1,460	1,453	S. H. Kress	225	211
Jewel Tea (routes)	1,336	1,287	G. C. Murphy	171	166
S. S. Kresge	712	681	Peoples Drug	123	121
Walgreen	466	442	Neisner	78	75
W. T. Grant	406	350	Exchange Buffet	35	35
McLellan	277	276			

Melville Shoe:

John Ward	12	12
Rival	31	29
Thom McAn	428	404
Courdaye	2	..
Traveler	..	33
	473	478





Postal Telegraph
THE INTERNATIONAL SYSTEM

**SPEED
ACCURACY
DEPENDABILITY**

**DIRECT BY
SPECIAL
MESSENGER**

Cops of message received over the Wires of Postal Telegraph and delivered to you by Special Messenger
JANUARY 8 1932

FULL NAME
AND ADDRESS HERE

MAY I ASK THAT YOU VISIT THE HUDSON AND ESSEX DISPLAY ROOM FOR A PREVIEW OF THE LATEST IN MOTOR CAR PROGRESS. STOP YOU WILL FIND INCREDIBLE IN DESIGN, REALITY OF DETAIL, CHARACTER AND BEAUTY IN LINE STOP INDIVIDUAL CHOICE IN VARIETY OF MODELS AND A COMPLETENESS IN EQUIPMENT WHICH JUSTIFIES OUR FREQUENT ADMIRATION TO WATCH HUDSON AND ESSEX.

R. J. MCABEENT, PRESIDENT
HUDSON MOTOR CAR COMPANY, DETROIT

Some Sidelights on the Hudson-Essex Postal Telegraph Campaign

Pittsburgh, Pa.:

"30,000 people visited showrooms within 72 hours."

Joliet, Ill.:

"More people visited showrooms in 72 hours than in previous six months."

Boston, Mass.:

"50,000 people visited showrooms first 72 hours."

Dayton, Ohio:

"500 people visited showroom January 9th."

Chicago, Ill.:

"5,000 people visited showroom first day."

Albany, N. Y.:

"More demonstrations booked this week than any month in 1931."

**The Postal Telegraph
Message Demands At-
tention...And Gets It**

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THE

THE MESSAGE *that brought* 730,000 *people in!*

The New York Automobile Show was a
week away. Hudson-Essex showrooms all
over the country were displaying the new
32 line. The Hudson Motor Car Com-
pany of Detroit wanted dealers to do
something *more* than display them. It
wanted dealers to *show* them...to give
the greatest line in all Hudson-Essex
showrooms a chance to sell itself.

And so, on January 5th, through spe-
cial arrangement with Postal Telegraph,
the message reproduced above was sent
to 1,200,000 prospects throughout the
country. In the week
that followed, 730,-
000 people saw the
new cars. In the day
that followed 559
people bought cars.

This unique, quick-acting sales appeal
was made possible through a combination
of Postal Telegraph country-wide wire
facilities, Postal Telegraph messenger
service and through Postal Telegraph's
willingness to cooperate in every con-
ceivable way with those it serves.

If *you* have a sales problem that re-
quires quick action, put the sales psy-
chology of a Postal Telegraph message
to work.

Let us tell you how you can cover the
country almost in the wink of an eye
and at a cost that
compares favorably
with that of any
other form of *direct*
appeal that was ever
made. Wire collect.

***Rates as low
as 7 cents a message!***

(quantities of a million or more)

Wire Postal Telegraph Collect
Today for more information con-
cerning the application of this new
sales building idea to your business.

THE INTERNATIONAL SYSTEM

Postal Telegraph

Commercial
Cables



All America
Cables

Mackay Radio

Give the Prospect a New Reason for Buying

The New Appeal May Be an Easier Way of Using the Product

ABOUT the first of this year, a company was formed to market a new mechanical orange squeezer. In seven weeks that company sold 100,000 of its squeezers to the distributing trade.

The California Fruit Growers' Exchange might well have declared a special holiday when it heard the news. For that association of citrus growers has always been particularly interested in any and all plans designed to simplify the job of extracting the juice from the orange. These growers have realized that every improvement made in mechanical orange juice squeezers—improvements which make the orange "easier to use"—has an immediate beneficial effect on the sale of oranges. Each one of these improvements really gives the public a new reason for buying oranges.

The president of the Angelus-Campfire Company, Chicago, maker of the nationally advertised Campfire Marshmallows, with this marketing principle in mind, had been experimenting for some time to simplify the process of toasting marshmallows. Snaring a marshmallow at the end of a long stick and toasting it over an open fire requires a quick hand and a quicker

eye—a second too long, and the marshmallow literally goes up in smoke. What could be done to make marshmallow toasting easier and thus create a new reason for buying?

The outcome of his cogitations is a little electric toaster which he invented himself. The toaster is being made and marketed by the Angelus-Campfire Company. However, the company has no intention of going into the electrical appliance business; it is making and selling the toaster only because it offers a new and appealing way of increasing the consumption and sale of marshmallows.

The toaster is sold in a separate package and is a complete device, except for an electric cord. It is plugged into an electric socket and then used to toast marshmallows very much the same way that toast is made.

Several weeks ago a full page in color was used in a New York newspaper to announce the toaster. A similar page, also in color, was run a short time previously in a Chicago daily. The advertising was based on an offer of the toaster at a price of 35 cents when bought in combination with a one-pound



A Package of Campfire Marshmallows, the Package in Which the Toaster Is Sold and the Toaster Itself

package of Campfire Marshmallows at the regular price.

The company sold 100,000 of the toasters to wholesale distributors in New York. They were sold to the trade at a price that allows for no profit to the company. Moreover, the company guarantees to take back from the trade any that remain unsold.

They are being sold by chains and independents in the drug and grocery lines at prices that range, for the combination, from 49 to 60 cents.

An officer of one of the chain drug stores tells PRINTERS' INK that, in a single store, it disposed of two gross of the new toasters in a single week.

What Groucho Says

Clear the Tracks. Biddle's Going to Advertise!

YEP. It's true. Biddle's gonna spend some dough. One-third of their plant closed. Hired a modern accounting house to look 'em over and tell 'em when and how to die, expected him to tell 'em they had hardening of the arteries, small pox, and industrial pip.

Accounting expert sez: "Close up some more of your plant. Buy the stuff that part of your factory makes. Buy it as you need it, you'll save overhead costs, never need to buy more'n you need and let it rust in storage."

Biddle sez the directors looked at each other kinda glum, some of 'em thinking of ruin, some of 'em thinking of poor guys who are gonna get fired, well mebbe only old soft-hearted Biddle thought o' those guys.

Efficiency Guy went on, "Be just as much labor employed making these things if you buy 'em as if you make 'em. Probably more cuz you can use more of 'em pretty soon."

"How come?" asks Chairman of the Board.

"Advertise your stuff again," sez Mr. Modern Accountant.

Say, 'cording to Biddle, that guy has got the goods. He knows what he's talking about. Sez if they've kept two-thirds of their biz and been shooting no ads for two years, they can make money and grow from where they are if they will remind the public they're alive.

"But," sez Chairman (one of those deadly "buts" with which a chairman wipes a guy off the earth) "But, think of the overhead on the idle half of our factory!"

This accounting guy doesn't let Board Chairmen wipe him off the earth. He trumps Chairman's "But" of Clubs with a "But" of Spades.

"But," sezze, "I've gone over your books. You've written off nine-tenths of the cost of that south plant and its machinery already. Hell's Bells! doesn't the fact that you've written off nine-tenths of that stuff and now own it for one-tenth mean anything to you? Do you think you gotta *re-write* it off? Lotta corporations seem to think that."

Don't know which did the trick, the way this accountant knew his stuff or his "Hell's Bells!" I kinda think his "Hell's Bells" was the selling punch that put over his idea of Biddle's firm giving up the idea of dying and getting ready to live. Me, I never before heard of an accountant saying "Hell's Bells" to a chairman of a board, but judging by results, I'm for it.

So, we already got a big order for preliminary direct-mail stuff which we are farming out to a good house, we having cut our overhead on this particular kind of service and Eagles, Adams and Skippy are beefing about working all day and all night. Stuck my nose in on the three today. Heard a little dialog like this:

Skippy: "Your idea is lousy, Adams, no artist could draw *that*. Nothing like it on earth, China or Brooklyn. *Lousy* I say."

Eagles: "Say, you poor boob, drawing something like nothing on earth is the only thing that artists do these days. Skippy you give me a pain in the neck."

Then I sneaked away with a

GOOD COPY

**Helps sales records to new
"highs" when all
is sunny—**

**To maintain
"averages" when
clouds come.**

**Good copy wins—
in season and out.**

**HAWLEY
ADVERTISING
COMPANY
Inc.**

**95 Madison Ave.
New York City**

grin, knowing that all was well with the world and that Advertising Art and Advertising Copy were on the job in their most approved and efficient way.

Last night Adams called me from the office and asked me a question about Biddle's product. Then sezze: "We're most through that first draft. Skippy's in a talk fest. If he'd shut up I could finish and go home. Eagles just went down to a night lunch. He's coming back."

Terrible? What you talking about? An ad man gets pay for his work, salary or whatever. That's a small matter. A man needs pride for the good of his guts. When an ad guy can say: "I feel seedy as heck, didn't get away from the office till three A.M."

Then he gets a little hunk of *real* pay.

GROUCHO.

Joyce-Cridland Company Expands

The Joyce-Cridland Company, Dayton, Ohio, manufacturer of heavy duty jacks, lifts and hoists, has acquired the re-organized Franklin Radio Corporation and the assets of the radio instrument division of the Van Horne Tube Company, Franklin, Ohio. The newly acquired business will be moved to Dayton where it will be operated under the name of the Franklin Radio Corporation as a division of The Joyce-Cridland Company.

The new Franklin concern will be headed by A. W. Lloyd, formerly an official of the Van Horne Tube Company. E. J. Munier, secretary and treasurer of the Joyce-Cridland company, will be secretary and treasurer of the Franklin company.

Death of H. L. Marshall

Harry L. Marshall, secretary of the Cedar Rapids, Iowa, *Gazette*, died recently at that city at the age of sixty-nine. Verne Marshall, a son, is managing editor of the *Gazette*. Another son, Clare Marshall, is president and manager of the Tru-Art Engraving Corporation, operated in connection with the newspaper.

H. E. Orr Leaves Cleveland Tractor

Harry E. Orr has resigned as advertising manager of The Cleveland Tractor Company, Cleveland. He had been with that company for over thirteen years.

The semi-annual convention of the Ohio Circulation Managers' Association will be held at Columbus, April 27 and 28.

Grover Whalen Nominated for New York Club Presidency

The nominating committee of the Advertising Club of New York, has submitted the following slate of officers for the coming year: For president, Grover Whalen, general manager of John Wanamaker; for vice-presidents, H. B. LeQuatte, president of Churchill-Hall, Inc., and E. D. Gibbs, merchandising consultant; for re-election as treasurer, John Wilkins, of Charles Francis Press. For directors the names of Lee H. Bristol, vice-president of the Bristol-Myers Company; Thomas J. Watson, of the International Business Machines Corporation, and Charles E. Murphy, who is at present president of the club, have been submitted.

The club's election will take place on May 10 when members will vote on these names and any which may be submitted in addition. Stanley E. Gunnison, head of Stanley E. Gunnison, Inc., was chairman of the nominating committee.

John Jennings with Erwin, Wasey

John Jennings, for the last ten years with the Grauman-Jennings Studios, Chicago, has been appointed art director of Erwin, Wasey & Company, Ltd., of that city, effective April 1. Leonard Carey, who has been acting art director, remains with Erwin, Wasey as assistant art director. Mr. Jennings will devote most of his time to creative work and Mr. Carey will continue to handle the purchase of artwork in addition to his creative activities.

To Represent Los Angeles "Times" on Coast

The Los Angeles *Times* has appointed the Williams, Lawrence & Cresmer Company, publishers' representative, as its representative on the Pacific Coast. This company has been representing the Los Angeles *Times* in the national field, with the exception of the Pacific Coast territory.

Appoints Badger and Browning & Hersey

George B. Hurd & Company, Inc., New York, manufacturer of stationery, has appointed Badger and Browning & Hersey, Inc., of that city, to direct its advertising account.

Cosmetic Account to Gardner

The Dorothy Perkins Company, St. Louis, maker of toilet preparations, has appointed the Gardner Advertising Company, of that city, to direct its advertising account.

New Sunday Paper at Erie

The *Sunday Telegram* is now being published at Erie, Pa. Carl F. Kuppler is publisher and John G. Curtis is executive editor.

"PUNCH'S" PRESTIGE

PRESTIGE is a common word in advertising currency, but it stands for something hard to win and jealously to be guarded in business practice. The dictionary defines it as "influence arising from reputation." It is another name for the goodwill of the Advertiser who has built his product into the consciousness of the buying public. Indiscriminate weight of advertising alone cannot confer it. It develops slowly but certainly around the advertising which pursues a clear unswerving policy, which aims at the intelligent part of a widespread community, and which is found in company the world has learned to respect. In fulfilling the two last-named conditions "PUNCH" is of paramount importance to the Advertiser who is building up prestige. Firstly, because "PUNCH" circulates primarily amongst that section of the public that moulds the buying habits of the rest. Secondly, because throughout the English-speaking world "PUNCH" is believed in with a long-established faith that extends to everything between its famous covers. Directly the advertising of your merchandise appears in "PUNCH," that merchandise begins to gather to itself prestige, to earn goodwill and confidence that are the finest of all bulwarks against trade vicissitude, and the greatest of all forces for trade expansion. Can you afford NOT to use the tremendous and growing power of "PUNCH"?

MARION JEAN LYON

Advertisement Manager, "PUNCH"

10 BOUVERIE ST., LONDON, E.C. 4
ENGLAND

The mustard on the plate

A famous English manufacturer of mustard remarked that his business was built not on the mustard people actually consumed, but the mustard they left on their plates.

Similarly, business is built not only by developing new markets, but by corraling business that other manufacturers leave on the market plate.

Manufacturing executives who are overlooking no sales opportunities—who are finding new markets and leaving no juicy morsels on their market plates—will read with profit such articles as the following, selected from the April issue of **PRINTERS' INK MONTHLY**:

Ten Policies That Push Sales Ahead

By KENNETH GROESBECK, *Vice-President, McCann-Erickson, Inc.*

These ten policies were collated through a minute examination of the plans used by manufacturers who have been increasing sales despite increased buying resistance. These companies saw to it that they were leaving no mustard on their plates.

A Small Company Finds an Opening in the Depression

By GROVER C. RICHARDS, *President, The Watson Company*

Competent observers report that many small manufacturers are doing relatively better than their giant competitors. That isn't the result of fortuitous circumstances. It is due to the fact that small producers have been able to make decisions, and act on them, more quickly. This article should be inspiring to small producers.

Selling Quality in a Price Market

An interview with

JOSEPH MARTINSON, President, Jos. Martinson, Inc.

Take all the merchandising problems of most industries selling a staple, double and redouble them, and you have a picture of the coffee market. Yet, with a coffee that is much higher in price than most brands, Martinson climbed in five years to a commanding position in that tough market—Metropolitan New York. A sound merchandising policy paved the way.

Make the Package Do Its Own Selling

By BEN NASH, *Directing Head*, Products Development Co.

An analysis of sixteen ways to make an effective package, liberally sprinkled with up-to-date examples.

Internal Competition Keeps Us on Our Toes

By C. A. UPSON, *President*, The Upson Company

The story of a system that promotes an intense, but friendly, rivalry between the departments of a business. A sure cure for stale-itus.

Nothing Sells Because It Is in Bad Taste

By MISS MARION C. TAYLOR

Miss Taylor is a merchandise counsel and was recently re-elected president of the Fashion Group. The article reports case records of products that registered sales increases when properly styled.

When Advertising Agencies Buy Outside Talent

By PAUL CORNELL, *President*, Paul Cornell Company, Inc.

When advertising agencies buy outside talent—photographic, typographic, research, etc.—do they get the brains for which they pay? If not, whose fault is it? A highly controversial subject.

and that's not all

other titles in this same issue are:

CHIN-UP SELLING . . . THE CHALLENGE OF THE CAMERA
. . . LAYOUTS THAT HELP ADD MORE PULLING POWER . . .
HOW TO CONDUCT A CONSUMER CONTEST . . . BLOTTERING UP
EXTRA SALES WITH BLOTTERS . . . STYLING A 110,000 POUND
CRANE . . . ADVERTISING IN SOVIET RUSSIA

All these titles—and more—are in the April issue of PRINTERS' INK MONTHLY. And we haven't said a word about the illustrations and the layouts. As somebody once said: They speak for themselves!

Fool-Proof Contracts Needed in Leasing Machine Equipment

Lessor Must Cover Himself Against All Possible Eventualities

JACOBSEN MANUFACTURING COMPANY
RACINE, WIS.

Editor of PRINTERS' INK:

We are at the present time considering a rental plan as a method of introducing certain types of power lawn mowers to golf clubs and in this connection would like to know if you can give us any information regarding the experience of other concerns in renting special machines.

We know the rental plan is used in the canning and shoe industries, also for tabulating machines and other office devices. Can you secure any contract forms used for the rental of such equipment which will help us in answering such questions as, "Who pays the freight, repairs, etc.?"

O. T. JACOBSEN.

THE International Business Machines Corporation really sells a service when it rents its tabulating machines. The contract agreement for tabulating machine service used by The Tabulating Machine Company division of the corporation states in the first paragraph:

"The Tabulating Machine Company offers to furnish its tabulating machine service, comprising the use of its machines as specified below; and tabulating cards for use in connection therewith and also the advice and counsel of its staff in applying the tabulating system to your work, upon the following terms and conditions:"

It might seem, at first thought, that these machines, which are very elaborate and complex and must be built to precision standards, are rented because of their high cost. But that is not the case. I. B. M. has never sold any electric tabulating machines because they could not be expected to run without expert attention from service men. There are 500 service men throughout the United States attending to service and repairs of the thousands of machines in use. These men make regular monthly inspections of each machine, running through a set of test cards to check the accuracy of operation.

The following high spots of The Tabulating Machine Company con-

tract reveal the essential provisions in an agreement of this nature:

Period of Contract: The tabulating agreement provides for a one-year period, with three months' notice of termination. It is important to set up at least a full season's rental term at the beginning, to save losses on too frequent shifting of equipment. The rental starts on the day following that on which each machine is installed ready for use.

Title to Machines: "All leased machines are to remain the exclusive property of this company and may be removed by this company at any time after the termination of said license and contract."

Restrictions as to Use: "It is agreed that these machines will be used only by one shift of clerks, and this company reserves the right to immediately charge, and you agree to pay, double the rental stipulated above for any machine used by more than one shift of clerks, for the period that the machine is so used; the minimum additional amount to be billed in any such case being one month's rental."

Power lawn mowers on rental should be protected by some such provision to prevent use by parties other than the lessee.

Maintenance: The Tabulating Machine Company agrees to "make at its own expense all necessary repairs to keep the machines in working order," but the lessee agrees to bear the expense of making all repairs and replacements necessitated by his negligence.

Traveling Expenses: "All traveling expenses of our representatives are to be paid by you (the lessee), whether for installing, connecting, repairing or replacing the machines, unless the machines are located at a place where we have a regular representative."

Transportation Charges: "You (the lessee) are to pay all transportation and drayage charges upon all cards and machines, and parts

for repairs or replacements, both to and from our factories."

The tabulating company furnishes all crates or boxes for the return of leased machines and will also furnish a representative to superintend the packing, without charge, except for traveling expenses, the labor for packing to be furnished by the lessee. In cases where a company representative does not oversee the packing, the lessee agrees to pay the expense of repairing damages in transit.

Provision should be made for protection of the lessor against loss by fire or theft, without negligence on the part of the lessee. In the absence of agreements to the contrary, such risks remain with the title owner.

In leasing machine equipment it is important to bear in mind that the lessor retains title to the machine. It still belongs to him; and he must have someone in the territory to card and catalog and call and attend to it. Unless there is regular attention through a service man, the lessor is liable to get his machine back in pieces.

In fixing rental rates it is necessary, first, to estimate the probable life of the machine. That life will be considerably shorter than in ownership use, because of well-known human weaknesses. Then, to the yearly amount necessary to amortize the investment in the machine over its expected life, must be added the cost of free service—and something for profit, this latter depending on how the product stacks up against competition. The lessor of lawn mowers would have to collect a year's profit and amortization over the lawn-cutting season, which varies in different parts of the country.

Since a service organization would be needed (regular inspection also serving to restrain possible abuses in use), we would suggest selling a service, rather than a simple rental arrangement. That would involve setting up an organization to take over lawn cutting for country clubs and large estates. Territories—such as Long Island, where there are said to be some forty golf clubs—could be

organized, with experienced men, the necessary number of mowers and light trucks for transportation of men and equipment. Such an organization could care for its own machines and thus greatly lengthen their useful life.—[Ed. PRINTERS' INK.]

Squibb Plan, Inc., Shows High Earnings

The Squibb Plan, Inc., an affiliate of E. R. Squibb & Sons, reports an average net earning to members in 1931 of 23.8 per cent on the capital paid in for distributors' preferred shares. Total direct purchases of Squibb products by members of the Plan showed an increase in 1931 of 23.2 per cent over purchases in 1930. The Squibb Plan is a plan of stock ownership by dealers.

In his annual statement to shareholders Carleton H. Palmer, president of the Squibb company, pointed out that in the two years and eighty-four days of the Plan's operation, members have earned more than 60 per cent on their investments.

"E. R. Squibb & Sons are doing their best to promote more and better business," stated Mr. Palmer, "through the introduction of worth-while new products and by maintaining advertising and sales promotional activities along lines that are bound to produce results."

Thompson Aeronautical to Bement

The Thompson Aeronautical Corporation has appointed Austin F. Bement, Inc., Detroit advertising agency, to direct its advertising account. This company has moved its headquarters from Cleveland to Detroit.

The Bement agency will also direct the advertising of the Transamerican Airlines Corporation, controlled by the Thompson interests. Magazine, outdoor, radio and direct-mail advertising will be used on these accounts.

New Accounts to Lyman Irish

Parker-Broeg, Inc., Brooklyn, N. Y., maker of Mother Parker's biscuit mixture, and the Henry Trading Corporation, New York, importer of Schweppé's beverages, have appointed Lyman Irish & Company, Inc., New York, to direct their advertising accounts.

Death of R. E. Hicks

Robert E. Hicks, founder and editor emeritus of the *Specialty Salesman*, Chicago, died at DeFuniak Springs, Fla., last week. He was editor of several weekly newspapers in Kansas and founded the *Specialty Salesman* in 1915, retiring in 1928. He was 74 years old.

Joins Sharpe Agency

Frank L. Holian, who was with the former New York *World*, has joined W. W. Sharpe & Company, Inc., New York advertising agency.

Rare Opportunity For Lithography Salesman On His Way Up!

One of the finest-equipped lithographing plants in New York City, with a reputation for high-quality work, requires the services of a salesman who feels he is ready for bigger things. As soon as he proves his worth, he will be made sales manager. He will be afforded every opportunity to prove himself for this important job which lies just ahead and which calls for building a sales force and earnings commensurate with the productiveness of his men.

He must come to us self-supporting, now earning \$4000-to-5000 yearly on assured business. His present volume of business will undoubtedly net him more than his accustomed earnings from the very start.

This is an unusual offer and calls for an unusual man. We don't expect many applicants, to be frank, because the man we seek possesses above the ordinary courage, insight, organizing ability and leadership. The right man for the job will recognize the opportunity offered and will act accordingly by addressing

"G," Box 152, Printers' Ink

PRODUCTION EXPERT

In Advertising, Publishing, Private Plant, Printing— available April 1st. Author of standard book on production methods—a practical printing and publishing executive, advertising production manager, private plant manager and purchasing executive. Leading executives in advertising and graphic arts will be glad to tell you his qualifications. "J" Box 153.

Bon Ami's Success Made with Few Salesmen But Big Advertising

(Continued from page 6)

package but volume on the old ones increased, too.

The new de luxe package really was a dramatization of the old product. It put new life into the line. It lifted the product and the advertising out of the old class.

The de luxe package is being made the center of interest in this year's campaign of advertising. Mr. Crippen believes that this is attracting many new readers. Bon Ami advertising has been appearing for so many years, and the old packages have become so familiar that many readers take this advertising more or less for granted. The new package, however, injects a fresh note which undoubtedly has attracted much wider interest to Bon Ami advertising.

The success of the new de luxe package has been far beyond the company's anticipation. Although there were no signs that the old product was losing any of its hold on the market, there is no doubt that the new package was a big help in enabling the company to make the record that it did last year. The de luxe package is being used by consumers for just the purpose for which it was designed—in the bathroom. Its attractiveness is making it a welcome addition to even the most beautiful bathroom and women are not ashamed to have it in sight. The package was deliberately made quite tall so that it would not be hidden on a medicine cabinet shelf.

The advertising is featuring it as "the one cleanser that belongs in your bathroom—in the one package that looks it."

The new package was introduced without any free deals or special inducements. One large chain store bought 1,000 cases on the picture of the can alone in advance of its actual production.

"To our salesmen goes the credit for getting jobbers to stock the de luxe package," said Mr. Crippen.

"To our advertising goes the credit for its immediate acceptance by consumers. It was an addition to our line, but not a new product. It was not necessary for us to go to any great expense in order to introduce it. It was made a part of our regular advertising campaign and did not require a separate expenditure.

"Frequently new products are introduced by companies, not realizing that unless these products fit very closely into the present line the expense of introducing them is likely to be very high. Had we been forced to charge the cost of advertising our de luxe package against that package alone, it would have been impossible for us to make any profit the first year. Because it is a part of our line and required no large additional expenses this package has been able to stand on its own legs and we have made a profit on it right from the start.

"I can't say whether our business last year would have been just as good if we had not introduced this de luxe package. My guess is, however, that our showing would not have been as satisfactory in view of present conditions had we stuck to our old line.

"The success of this package is ample testimony to the value of dramatizing an old, long-familiar line by improving the package and injecting a new note in the advertising.

"Just as Bon Ami 'Hasn't Scratched Yet,' so we feel we haven't scratched the market for our new package."

Plan Drive to Build Meat Consumption

Creation of a Council of 100 in the livestock industry for the purpose of stimulating the consumption of meat in this country was voted at a meeting of representatives of the packing, producing, transporting and retailing divisions of the industry held at Chicago last week. C. B. Denman, of the Federal Farm Board, was named temporary chairman.

Per capita meat consumption last year, it was pointed out at the meeting, was ten and one-half pounds less than the average for the period 1900 to 1914. Among other things, the newly created council will urge an advertising and educational program for the industry.



We invite you to get in
the swim in

THE HEALTH AND CAMP EDITION

OF THE

WOMANS PRESS
FOR MAY

(National Magazine of the Y. W. C. A.)

YOU can make a splash in
the best of company.

WE offer you a spring-board
to new business. Will you
take the plunge into a nation-
wide camp market?

HAVE you a life preserver
to throw our Camp Direc-
tors just now when they will
buy for over 100,000 girls who
will be traveling to Y. W. C. A.
camps this year?

Buoy them up by sending
us a line before April 15

DOROTHY PUTNEY, *Adm. Mgr.*
600 Lexington Ave. New York
PLaza 3-4700

PRINTERS' INK

Registered U. S. Patent Office

A JOURNAL FOR ADVERTISERS
Founded 1888 by George P. Rowell

PRINTERS' INK PUBLISHING CO., INC.
Publishers.

OFFICE: 185 MADISON AVENUE, NEW YORK CITY. TELEPHONE: ASHland 4-6500. President, J. I. ROMER; Vice-President, ROY DICKINSON; Vice-President, DOUGLAS TAYLOR; Secretary, R. W. LAWRENCE; Treasurer, DAVID MARCUS.

Chicago Office: 6 North Michigan Avenue, Gove Compton, Manager.

Atlanta Office: 87 Walton Street
Gro. M. KOHN, Manager.

St. Louis Office: 915 Olive Street.
A. D. McKINNEY, Manager.

Pacific Coast: M. C. MOGENSEN, Manager,
San Francisco, Los Angeles, Seattle, Portland.

Issued Thursdays. Three dollars a year, \$1.50 for six months. Ten cents a copy. Canada \$4 plus duty \$2.60 a year. Foreign \$5 a year.

Advertising rates: Page, \$135; half page, \$67.50; quarter page, \$33.75; one-inch minimum, \$10.50; Classified, 75 cents a line, minimum order \$3.75.

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London: McDonough Russell

NEW YORK, MARCH 31, 1932

High Cost of Government

The high cost of Government is a matter for national concern. At a time when business and business men need every possible financial help in solving the most pressing problems, they are faced with continually increasing taxes.

According to the National Industrial Conference Board, Inc., in the sixteen years from 1913 to 1929, the cost of all governments, Federal, State and local in the United States increased 347 per cent while in the same period, the national income increased 148 per cent and the population only 25.9 per cent. In other words, Governmental expenditures grew more than twice as fast as national income.

Since 1929, although business has been going through the throes of a depression and income has decreased rapidly, Governmental expenditures have not dropped in proportion. Indeed, although there

has been much talk on the part of legislators about economy in Government, precious little of the talk has been translated into action.

In an article in *The Saturday Evening Post*, Calvin Coolidge says:

"The time has come for a combination, on a nonpartisan basis, of wage earners and business men for their mutual protection. They need to be organized, alert and vocal. Then the Congress and other bodies will listen because they will feel they have some support in resisting further expenditures and some encouragement in pursuing a policy of retrenchment."

In various parts of the country there are some indications that a few business groups are realizing the force of Mr. Coolidge's reasoning.

Recently the Mississippi Valley Automotive Association adopted a resolution to be forwarded to Illinois and Iowa representatives in Congress. This resolution declared in part that since "the increasing cost of Government has resulted in a huge deficit in our national finances, and we believe economy measures should begin with the Government as an example to our people in order to conform with present economic conditions, we call upon the national, State and local authorities to bring about a reduction in the cost of our Government."

Several months ago the National Shoe Retailers Association passed resolutions urging that its members become more active in the election of better public servants, pledged to administer government economically.

A bulletin of the Mayonnaise Manufacturers Association, issued last week, contains the following significant sentences:

"Coincident with the need for balancing our country's budget, it is hoped that our legislators will see the wisdom of reducing our Federal Government expenses, which are getting terrific. Millions of dollars can be saved by judicious paring, and without resorting to this all-too prevalent practice of false economy."

Several other associations have

discussed this problem heatedly without going through the formality of passing resolutions.

This movement should not stop with the passing of resolutions. It should be carried on actively by business men generally. It should not be a problem for individual associations alone. If there ever was a need for trade associations to work together for one common cause, Governmental extravagance has pointed out that need.

So long as business takes out its resentment in grumbling or is satisfied with the simple but ineffective safety valve of convention resolutions, the men responsible for the present high cost of Government will pursue their own sweet way.

The time for grumbling has passed. The time for action is here.

Back Up the Laboratory

Leading food companies, reports Lewis W. Waters, vice-president of General Foods Corporation, are spending practically as much for research this year as in any recent year.

"The food companies," he said, "are setting a worthy example for industry generally. They have placed resources and adequate laboratory equipment at the disposal of research experts and have had the courage to back up their findings with advertising and other development expenditures."

In its encouragement of research work the food industry is not alone. Mr. Waters estimates that, in recent years, the annual cost of industrial research in this country has been \$200,000,000. There is no reason to doubt the assertion that this bill has been cut less than most business expenditures. Industry, especially big business, is thoroughly convinced that research must go on even though many other activities may be brought to a halt.

But the food industry's courage in backing up the discoveries and inventions of the laboratories is not generally duplicated. In other fields there is evident to the naked eye not merely a tendency, but an actual policy of pigeon-holing the laboratory's findings. There these

new and improved products—vital ingredients needed to stimulate the business pulse—will gather dust until the eyes of their owners perceive tangible evidence of business improvement.

Where finances permit a more courageous policy, this plan of putting the laboratory's output under lock and key is usually ill advised for a number of reasons, including: (1) The fact that inventive progress usually follows certain grooves and consequently, by the time the original discoverer is ready to put his new product on the market, his competitors may be ready to match the improvement. (2) If there is one thing that buyers are willing to consider these days it is new and improved merchandise. (3) The internal organization needs the stimulation that comes from an improved line. (4) Advertising that talks about something new is news—and news still gains attention.

Back up the laboratory! It is the mainspring of American business.

A New View of Obsolescence

Owen D. Young, chairman, and Gerard Swope, president, of the General Electric Company, with the ability for which both are famous, to see things in their true light, have just given the business world a new view of obsolescence that is decidedly instructive.

Their joint remarks on this important, and generally misunderstood subject, appear in the corporation's pamphlet report for 1931. This is what they have to say:

"Depreciation goes on whether plant is used to capacity or partially idle. A manufacturing organization's progress may be measured, to some extent, by the rapidity of its change in plant, bringing about better methods, improved quality of products and lower costs. With lower costs come reduced selling prices, followed by increased business and a greater use of plant."

Looking at plant changes as a measure of progress takes plant obsolescence out of the "expense" classification and puts it into the investment group.

The Quota— A Team Job

The president of a successful grocery concern said to us a few days ago:

"What does it benefit a business if it sets high quotas for its sales force for 1932 and then at the end of the first three months finds that the sales force is 31 per cent beneath that quota? What is the next move? Fire the whole force?"

He went on to describe how his concern had turned itself deliberately toward a policy of smaller volume and greater profits and had succeeded in raising profits for the first two months of this year over last.

"There is going to come a growing realization" he said, "that after a manufacturer gets a certain amount of distribution for his product, it is foolish to drive his salesmen to beat quotas. What is needed is more advertising and more men who know how to help retailers move goods. The day of the high pressure star is past. The plugger makes more calls, and records show in many companies besides our own that the results of his many calls are more profitable than the fewer high spot calls of the star."

The old idea of a quota as a hurdle for a man to jump, is being displaced by a new conception: That a quota is a team job and represents that portion of a market which a concern may reasonably expect to secure by quiet plugging based upon the viewpoint of the retail buyer as a man who must resell before he can buy again.

A sounder selling concept is this 1932 idea, based upon sound fundamentals and common sense instead of hurrah and hullabaloo for volume.

Who Pays for Bad Advertising?

Roger W. Babson in his article, "As Advertised," in *Collier's*, shows how closely advertising is tied up with the public's welfare.

He tells those who control advertising appropriations that "the public is very deeply involved in all this: when you play havoc with a concern's advertising you are jug-

gling with the pay envelopes of its people."

Both producers and consumers, Mr. Babson says, are looking into the concrete, dollar-bringing results of sales and advertising efforts.

He suggests a cutting out of frills, entertainment, big pep conventions in selling, and an investment of the money thus saved on merchandise improvement and national advertising.

"The goal of advertising" he says, "is not to get applause or even initial orders from the retailer but to reach and serve the consumer."

There is a big idea in this old fundamental. It does no good if a big convention so steams up the salesmen that they go out and put goods on retailer's shelves in increased quantity, unless advertising to the consumer is likewise increased and made more effective in moving those goods.

Mr. Babson gives several specific examples to illustrate this point and reiterates that lack of national advertising will cost retailers and consumers real money in the end, for they will have to pay the same price for inferior goods or a higher price for the same goods.

"Everybody pays for bad advertising, but good advertising pays everybody," he says.

Here is an interesting article full of suggestions for manufacturer, retailer and consumer.

J. C. Witherspoon Heads Berry Brothers

John C. Witherspoon, for many years a director of Berry Brothers, Detroit, manufacturers of paints, varnishes and lacquers, has been elected president, succeeding W. R. Carnegie, retired. Thurlow J. Campbell, formerly superintendent of Eastern branches at New York, has been elected vice-president and general manager, with headquarters at Detroit. C. L. Forgey, advertising manager for eighteen years, has, in addition, been made general sales manager.

To Represent "The Druggists Circular"

Martin & Plume, publishers' representatives, Chicago, have been appointed as representatives in the Chicago territory of *The Druggists Circular* and the "Red Book Price List," New York.

Newell-Emmett Company

Incorporated

Advertising · Merchandising Counsel

40 EAST 34TH STREET
NEW YORK

MASS PRODUCTION methods are foreign to the idea on which this agency operates. "*Not how much, but how well*" is the only rule we understand for creative work.

This means growth that is slow. But growth that is *sure*. In that is seen the basic soundness of the policy.

"NOT HOW MUCH, BUT HOW WELL"

Four A's Plan Washington Convention

THE fifteenth annual convention of the American Association of Advertising Agencies will be held at the Mayflower Hotel, Washington, D. C., on April 14 and 15.

Members of the committee planning the convention include: C. D. Newell, chairman of the association and president of the Newell-Emmett Company; John Benson, president of the association; Kenneth Groesbeck, McCann-Erickson, Inc.; Carleton L. Spier, Batten, Barton, Durstine & Osborn, Inc.; G. Lynn Sumner, G. Lynn Sumner Company; Stewart L. Mims, J. Walter Thompson Company; H. H. Kynett, Aitkin-Kynett Company, and Frederick R. Gamble, executive secretary of the association.

Speakers who will address the convention, and their subjects, include: Dr. Paul H. Nystrom, School of Marketing, Columbia University, "Shifting Channels of Distribution"; Floyd Parsons, economist and associate editor of *Advertising and Selling*, "New Products for Tomorrow's Markets"; Walter Hoving, vice-president and merchandising manager of R. H. Macy & Company, "Opportunities for Creative Merchandising as Seen by the Retail Store," and W. L. Day, vice-president, J. Walter Thompson Company, "The Agency Deals with Changes in Merchandising and Distribution."

* * *

To Hold Pittsburgh Advertising Exposition

The Fifth Annual Advertising Exposition and Conference, sponsored by the Pittsburgh Advertising Club, will be held at the William Penn Hotel at that city April 11 to 14. H. S. Metcalfe, director of public relations of the West Penn Power Company, is general chairman of the exposition. An exhibit of several thousand pieces of advertising will be shown and awards will be made in twenty-three classifications.

* * *

Ralph Faxon has been appointed chairman of the "On-to-New York" committee of the Advertising Club of Denver, for the annual convention of the Advertising Federation of America.

Seattle Club Adopts Anti-Depression Resolutions

Members of the Seattle Advertising Club have decided to do a permanent job of depression dispelling. Members of the club have resolved to:

- (1) Inject into our headlines and copy a tone of cheerful optimism.
- (2) Present in our advertisements from time to time such facts as have a bearing on prosperity, such as bank deposits, crop successes, water supply, civic developments, harbor improvements, foreign trade, etc.
- (3) Seek editorial co-operation of newspapers in spreading gospel of encouragement.
- (4) Quit thinking in terms of depression and go "Pollyanna" permanently.
- (5) Imbue our individual organizations with the anti-depression spirit so that they in turn may pass on the enthusiasm which inspired this resolution and by their example may induce others to regain their lost confidence.
- (6) Act as a group on the above thoughts and not merely acquiesce in the idea.

* * *

Chicago Council Plans Newspaper Exhibit

Plans are under way for the second annual newspaper advertising exhibit to be staged by the Chicago Advertising Council this spring. The date has been tentatively set for May 19, and it will be held at the Medinah Athletic Club. Certificates of award will be presented to winning campaigns and advertisements in various classifications. Entries in the competition are limited to advertisements produced in Chicago and published in Chicago newspapers.

* * *

Heads Chicago Council's Convention Committee

H. K. Clark, Western manager, New York Sun, has been appointed chairman of the Chicago Advertising Council's committee in charge of the delegation for the 1932 convention of the Advertising Federation of America, to be held at New York.

Re-elected by Pacific Coast Agency Group

F. W. Strang, of Strang & Prosser, Seattle, has been re-elected chairman of the Washington Chapter of the Pacific Coast Association of Advertising Agencies. Fred A. Held has been re-elected secretary.

Bijur Oil to Picard-Sohn

The Bijur Lubricating Corporation, Long Island City, N. Y., has appointed Picard-Sohn, Inc., New York, to direct the advertising of its Bijur Oil.

C. E. Newlin, formerly sales and advertising manager of the Marinello School of Beauty Culture, Los Angeles, has been appointed sales and advertising manager of the Rudemar National System of Beauty Culture.

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General Motors Forms New Sales Company

The Oldsmobile division of the General Motors Corporation has been consolidated with the Buick Motor division under the general management of I. J. Reuter, formerly general manager of the Oakland division. Manufacturing operations of the Oakland and Chevrolet divisions have been consolidated under W. S. Knudsen, president and general manager of the latter division.

The Buick-Olds-Pontiac Sales Company has been formed with headquarters at Detroit to take over the general sales activities in the medium-priced field.

R. H. Grant, vice-president of General Motors, will head the new organization with W. A. Brees, formerly vice-president in charge of sales of the Oakland Motor Car Company, as general manager. George H. Wallace and R. K. White will be assistant sales managers of the new company. D. S. Eddins, president of the Olds Motor Works, will become a member of the staff.

R. M. W. Shaw, R. H. White and E. J. Poag will continue to direct the advertising of Oldsmobile, Pontiac and Buick, respectively. Five regional sales offices will be established under the new organization.

Form Counseling Organization at Philadelphia

An organization has been formed at Philadelphia, under the name of the Advisory Management Corporation, to provide professional managerial advice to corporations, trade associations and individuals. William P. Barba is president. Kern Dodge and W. Clement Moore are vice-presidents. C. E. Knoepfel is assistant to the president. E. St. Elmo Lewis is chief of staff of the marketing division of the new organization.

The Investment Research Group of Philadelphia is affiliated with the newly-formed organization.

H. P. Bridge, Jr., Starts Own Business

Harry P. Bridge, Jr., has resigned as editor of *The Keystone*, Philadelphia, effective May 1, and plans to enter business for himself as a merchandising and advertising consultant, specializing in the jewelry and radio fields. He has been with the Keystone Publishing Company for the last six years and prior to that was sales promotion manager of the Atwater Kent Manufacturing Company.

M. S. Bury Again with Sun-Maid Raisin

Millard S. Bury, at one time in charge of sales and advertising of the Sun-Maid Raisin Growers Association, Fresno, Calif., has returned to that organization as general sales manager. Harley B. Lewis has been made Eastern sales manager with headquarters at New York. Lewis H. Russell continues as assistant advertising manager.

Knox and Cavanagh-Dobbs to Merge

Contracts have been signed for the merger of Cavanagh-Dobbs, Inc., and the Knox Hat Company, Inc. It is planned to consolidate the two concerns into one company, to be known as the General Hat Corporation. The new company will continue to operate most of the Knox company's retail stores in New York and will control the hat trade-marks of Dobbs, Knox, Dunlap, Cavanagh, Knapp Felt, Hodshon, Berg, Byron and others. The interest of the Knox company in Kaskel & Kaskel and the Long Hat Company will not be acquired by the new company.

John Cavanagh, president of Cavanagh-Dobbs, will continue as president of the new company and Fletcher H. Montgomery, president of Knox company, will be vice-president. Frank H. James will be treasurer.

Members of the board of directors, in addition to the above officers, will include E. R. Tinker, Maurice Wertheim, Nathan L. Miller, F. T. Bedford and Frederick J. Fuller.

Advanced by William Edwin Rudge, Inc.

George E. Neuhedel, for the last two years in charge of the estimating and service departments of the Printing House of William Edwin Rudge, Inc., New York, has been appointed sales promotion manager. He will make his headquarters at the New York office.

Enterprise Oil Appoints Summers-Gardner

The Enterprise Oil Company, Inc., Buffalo, N. Y., Duplex marine engine oils and other special motor lubricants, has appointed Summers-Gardner, Inc., advertising agency of that city, to direct its advertising account. Business papers, newspapers and direct mail will be used.

Appoints Mitchell-Faust-Dickson & Weiland

H. Fendrich, Inc., Evansville, Ind., manufacturer of Charles Denby and La Fendrich cigars, has appointed Mitchell-Faust-Dickson & Weiland, Inc., Chicago, to direct its advertising account. Newspapers are being used.

Clock Account with Hurja-Johnson-Huwen

The advertising account of Arlington Time Laboratories, Chicago, Arlington electric clocks, is now with Hurja-Johnson-Huwen, Inc., advertising agency of that city.

With Dwight H. Early

William M. Tredwell has joined the organization of Dwight H. Early, Chicago publishers' representative. He was formerly with the Bruce Publishing Company, St. Paul, Minn.

The Little Schoolmaster's Classroom

MANY a manufacturer who wishes that he could use double spreads or full pages has been forced into the use of small space



by the times. Many another manufacturer who should have used small space has dropped out entirely because he didn't think he could do any job which would get attention in less than the big units to which he was accustomed.

In France a technique has been developed by the French advertisers who have always watched their expenditures closely. The advertisement reproduced herewith, although used in large space, is a good example of this technique for attracting attention. It is an advertisement for Wood-Milne rubber soles and the slogan, "More Solid and No More Expensive," is made to perform the double service of getting over a selling point and acting at the same time as a display for the product itself. It offers a suggestion for the American advertiser.

* * *

Many a salesman who rated himself an ace three or four

years ago has really learned how to sell in recent months. Many a salesman who believed he could talk an order out of anyone he could corner for five minutes has learned that under today's conditions it is paying him to talk only to people he knows can buy.

A Chicago member of the Class has some interesting views on that method. He sells vacuum cleaners or, as he puts it when talking to a prospect, home sanitation systems. Instead of making house-to-house calls as he used to, he goes after sales only where he knows that the head of the house is employed and is being paid for his work.

For some time now he has been concentrating on policemen's and firemen's families. He will step up to a policeman and ask his home address. Then he finds out when the man will be off duty and asks for a definite appointment. It has paid him, he tells the Schoolmaster, to eliminate as prospects those people who are out of work.

* * *

The company that this salesman works for affords an interesting example of the dividends that enthusiasm pays at a time when most people have difficulty finding something over which to summon any enthusiasm.

An outsider attending one of the company's Monday afternoon sales meetings might imagine himself at the ringside in an army camp or sitting in at a mass meeting the night before a big football game. Noise. Blatancy. Pep talks. Songs shouted with a gusto describing the failure of this and that hard-boiled prospect who tried to make the singers show a yellow streak.

There were about eighty present at the meeting the Schoolmaster attended. Some of them were salesmen. Some never will be. But the group had sold \$20,000 worth of vacuum cleaners during the preceding week.

One man sold ten cleaners and got three new salesmen. The enthusiasm was pumped up, let us

The Ruling Voice

THE voice that rules a business isn't usually a loud one.

It is seldom heard by the outsiders who call at the plant trying to sell advertising space or services. It may be a very mild voice which belongs to a quiet little man in a back office far away from the information desk.

Yet this voice speaks the final word when the mediums are chosen, the copy and plan okayed.

The quiet, subdued and hidden ruling voice is the one to have on your side when decision time arrives.

How to reach the man who uses it?

Well, he is pretty busy these days trying to turn

red ink into black.

One of the things he is doing to accomplish this feat is to read the experiences of other men with the same problems to meet.

He finds the record of their plans in the pages of the **PRINTERS' INK** Publications where your message will reach him when he is in a receptive mood.

All the good sales work you put in on his associates goes for naught unless you gain his approval, too.

Sales are not usually made in a single call. To get to him not once but many times—52 times a year if you elect—tell him what you want him to know about your medium or service in the pages of the

PRINTERS' INK PUBLICATIONS

say. The determination not to become discouraged was forced. What of it? If it works out that whistling actually does make it easier for a salesman to pass graveyards, why not urge him to whistle?

* * *

The Schoolmaster believes that advertisers, as well as other moulders of public opinion, should practice what they preach. An admirable example of such practice is evident in the campaign launched by the paint industry at Philadelphia in an effort to make that community the country's "best painted city."

To start the ball rolling properly, members of the trade themselves, in response to 1,300 letters sent out, have already spent more than \$100,000 in painting their own places of business and their own homes. In this way the Philadelphia paint industry is not only off to a good start on its campaign but at the same time has improved the appearance of its surroundings by taking a liberal dose of its own medicine.

* * *

The mystery and romance of travel are in pretty direct proportion to the distance traveled. That is one of the reasons behind "mystery hiking" which has just been introduced by an English railway. On Good Friday a train left Paddington with "sealed orders." None of the passengers, not even the train crew, knew its destination until after it pulled out of the station.

When it arrived at its surprise destination, the passengers were given itineraries showing them convenient country rambles for the day.

The Boston & Maine has used the same idea without so much mystery attached. During the winter it conducts snowbird excursions. It carries trainloads of winter sports enthusiasts into the country where there is plenty of snow and leaves them for the day. These excursions have proved highly popular.

In times when railroads need every extra dollar, odd and un-

usual sales ideas are just as applicable to their problems as they are to the problems of other industries in need of added money.

* * *

Through bulletins and charts on economic trends and conditions, the work of Colonel Leonard P. Ayres for the Cleveland Trust Company, of which he is vice-president, is well known to many members of the Class. What is probably not so well known is the pulling power of Colonel Ayres' "copy," for he is, in effect, a copy writer in advertising his institution.

Last April, the Schoolmaster learns, he released a chart of American industrial activity since 1854. This depicted the up and down swings of business. The chart has since been extended back to 1790 and is constantly being brought up to date. These charts carry a modest imprint of the name of the bank. That is all the advertising on them.

Since the chart was first sent to those on the bank's mailing list, more than 100,000 copies have been printed on request. Large companies have requested quantity copies for distribution to stockholders, customers and salesmen. One concern asked for 15,000 copies. While this reception was particularly pleasing, it nevertheless brought up the problem of serious production expense. Many of those requesting the chart offered to pay for copies, an offer which the bank accepted, charging only the actual cost.

This experience is impressive in demonstrating how profitable direct-mail advertising can be for a bank when it is restrained, in good taste and based on a popular topic. This particular example has largely paid for itself, as well as yielding the expected dividends of name good-will.

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The Schoolmaster is always interested in hearing how some of the smaller manufacturers, who have no great research departments to work out new products for them or great sums to invest in new machinery, have been meeting their difficulties.

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Many of his friends have been writing him recently telling how destructive price competition has led them to try new expedients. Thus the well-known maker of an oven thermometer, which is in competition both with cheaper products and the gas heat control on stoves, that have eliminated a certain number of his products, nevertheless has worked out new plans. One of the things he has developed is a portable thermometer which he has called, "The Bake-o-Meter." He sells it at a reasonable price through department stores.

This company also took a thermometer which sold last year in limited quantities for \$1 and perfected its manufacturing procedure sufficiently to enable it to sell to chain stores at a resale price of 25 cents.

In addition, the company brought out a small thermometer called "The Ice-o-Meter," for use in refrigerators. Like so many of the medium-sized companies, this one is not able to spend great sums in advertising, but believes it is an interesting and important time to take advantage of the present low prices in printed matter. It is going to issue broadsides to a list of 12,500 prospects month after month, because it seems to its owners that present-day printing prices enable a company to make a far better showing than would ordinarily be the case.

There is nothing fancy at all about the methods of the average-sized company doing the best it can under difficulties. Yet with its direct-mail and personalized letters, its workmen whom it knows by name, who work with renewed loyalty and speed, it is accomplishing the same results in changing the product and increasing its advertising, as the most progressive of its big neighbors.

* * *

Few things are more irritating than the experience of buying something only to find a day or so later that the thing bought is obtainable at a much lower price. It is just such experiences, however, that strongly influence the hesi-

tancy of the public to purchase needed requirements.

The knowledge that value has been delivered for a fair price received is not enough to protect a manufacturer or dealer from having his customers get the impression that they have been made the victims of an imposition. Class-member Ralph Rockafellow, business manager of the *Golden Book Magazine*, describes an experience of his which demonstrates how a dealer can protect himself from such mistaken understandings.

His coal dealer, in acknowledging an order, wrote expressing confidence for the order "particularly in view of the so-called 'cut-rate' and 'bargain' prices which are being so extensively advertised." The letter then explained that "it is impossible to sell coal at these prices unless the dealer resorts to short weight or buys inferior grades," a racket which drives its operators to new territories as their methods become known in others.

"As a matter of fact," comments Mr. Rockafellow, "I hadn't seen any of the cut-price advertising and only called up my regular dealer. His letter did this, however, it made me think how lucky I was not to have seen the cut-price bait and fallen for any racket."

In other words, were anyone to tell him that he could have bought much cheaper some place else, Mr. Rockafellow has an answer ready. Moreover, the merchant who takes pains to provide such an answer, also does a good job in keeping his customers as friends.

J. Fred Woodruff Leaves Campbell-Ewald

J. Fred Woodruff has resigned as vice-president, secretary-treasurer and general manager of the Campbell-Ewald Company. He has been with the company since 1916 when he joined the organization as a member of the copy staff.

Death of E. J. W. Dietz

E. J. W. Dietz, publisher of the *American Pigeon Keeper*, Chicago, died at that city last week. He was at one time a director of the old Chicago Advertising Club, being active in the farm paper division of that group. He was sixty-four years old.

ALSO AIR-CONDITIONING

A recent issue of Building Supply News carried an article on air-conditioning equipment. The response indicated that the modern lumber and building material dealer is interested in this latest home convenience. Naturally! The 1932 dealer sells a surprising variety of products for the home. Get him interested in your product by advertising in the paper with the largest dealer circulation in the field. It is

Building SUPPLY NEWS

AND BUILDING MATERIAL MERCHANT
Sixteenth Year CHICAGO

"That Thousandth of an Inch Between Success and Failure"

Bases on one simple but elemental adjustment.

999 advertising failures did not understand. The thousandth man did . . . and he towers as a consequence.

Mailed Without Charge on Letter-Head Request

ROBERT RUXTON
10 High Street Boston, Mass.

BINDERS

To make the files of the Printers' Ink Publications more accessible we sell binders at cost. The Weekly holding ten or more copies is \$1.25, postpaid, and the Monthly holding nine copies \$2.00, postpaid. These binders are an attractive addition to any desk or library.

Frank A.
EBOLI studio



31 EAST 27th St., New York
Phone: AN 8-1441

Start Electric Cookery Publication

The Electric Cookery Times appeared with an issue of March 1. It is published by The Henze-Martin Publishing Company, Inc., with offices at 608 Caxton Building, Cleveland.

William F. Henze is publisher. Carl B. Robbins, a founder of the Robbins & Pearson Company, Columbus, Ohio, advertising agency, is editor. Joseph E. Axtell, at one time advertising counsel for Marshall Field & Company, is advertising manager.

F. Martin is New York representative, with headquarters at 51 Riverside Drive.

Shattuck Reduces Good-Will to \$1

The Frank G. Shattuck Company, distributor of Schrafft candies, has reduced the stated value of its capital stock from \$19,975,000 to \$15,125,000. The difference of \$4,850,000 has been used to write down good-will from that figure to \$1.

Leon O. Dunklee has been elected treasurer to succeed William Schrafft, who continues as a director.

"Sportswear Magazine," New Publication

Sportswear Magazine, a new monthly magazine devoted to the sportswear field, is being published by the Sportswear Magazine Publishing Company, 55 West 42nd Street, New York. Arthur Freund is business manager.

New Account for Rogers & Smith

The Duro Metal Products Company, Chicago, manufacturer of automotive tools and household specialties, has appointed Rogers & Smith, advertising agency of that city, to direct its advertising account.

Joins Lowman & Hanford

L. M. Whittington, at one time head of the Whittington Company, Seattle advertising agency, has joined the advertising sales department of the Lowman & Hanford Company, of that city.

New Beauty Publication

American Beauty is the name of a new monthly magazine devoted to beauty culture. Herbert B. Mayer, with offices at 152 West 42nd Street, New York, is publisher.

TORONTO HALIFAX MONTREAL WINNIPEG LONDON, Eng.	<h1>"GIBBONS KNOWS CANADA"</h1> <h2>J. J. GIBBONS Limited</h2> <p>CANADIAN ADVERTISING AGENTS</p>	REGINA CALGARY EDMONTON VICTORIA VANCOUVER
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Classified Advertisements

BUSINESS OPPORTUNITIES

MY ASSOCIATE AND I WISH TO PURCHASE FOR CASH

a small or medium sized trade publication. Reply in complete confidence to, Box 949, Printers' Ink.

TRADE JOURNAL WANTED

Want to buy trade journal with small circulation. Give amount yearly gross, send sample, etc. Strictly confidential. Box 937, Printers' Ink.

10 NEW ART ACCOUNTS AVAILABLE IMMEDIATELY

Owner elected executive of large corporation will dispose of his successfully established art service, 10 years in business. Price, a bargain! Box 945, P. I.

WANTED: Publishers Representative, who knows automotive accounts and who has established contact in agencies in and around Chicago, and who is interested in doing a good job representing a fifteen year old New York automotive publication on a twenty-five per cent basis. Box 950, Printers' Ink.

EMPLOYMENT SERVICES

Yes, Penn's charge for serving \$5,000-\$50,000 men is LOW. Very low, considering the returns. Penn has helped thousands like you. Consult PENN today. 535 Fifth Avenue, New York City

HELP WANTED

Salemen for Political Campaign Buttons and Convention Badges. Splendid side line. Fine opportunities for large orders. Good commission. St. Louis Button Co., Fourth and Lucas, St. Louis, Mo.

ASSISTANT PRODUCTION MAN—UNDER 25—FOR NEWSPAPER ADVERTISING AGENCY—COLLEGE MAN PREFERRED. State age, experience, address. Box 955, Printers' Ink.

Technical Publication desires to get in touch with experienced subscription solicitors, either open for exclusive engagement or able to carry another publication in addition to present line. Box 946, P. I.

Printing Salesman—Big printing house with well established reputation for quality work. Man with ability to make high grade contacts and to reorganize a sales force is required. State age, experience and salary. Correspondence confidential. Box 944, Printers' Ink.

Building Specialties Manufacturer

Wants experienced advertising and promotion man with proved ability in building field. To plan and execute campaigns, handle layout copy for catalogs, direct mail, magazines; edit salesman's bulletins, conduct sales contests, sell by mail. Want a man who knows this field. Write stating age, experience, salary needs. Location Ohio. Be prepared submit samples work. Box 948, P. I.

MISCELLANEOUS

PRIVATE OFFICE WANTED—PUBLICITY MAN WITH OWN BUSINESS DESIRES ROOM, unfurnished, with service, in Grand Central section. Box 938, Printers' Ink.

Free-Lance Advertising: When you need a woman who knows fashions and house-furnishings call me in to plan and write a campaign or booklet. Years of experience in leading specialty shops and department stores. Margaret Hubbard, phone, Stuyvesant 9-1500.

DIRECT MAIL PRODUCTION AND IDEA MAN, thoroughly familiar printing and layout, can acquire equal partnership in an established New York advertising business. Investment \$1500 cash, balance terms. Exceptional opportunity for experienced man. Interested in serious party only. Worth investigating. Box 954, P. I.

POSITIONS WANTED

IDEA MAN—human interest in drawings, layouts, dummies; former key man largest agencies; position most desired, **Roughs Free** for genuine free-lance handled by mail; New Yorker, Box 939, P. I.

Specialty Salesman—who can actually produce results, seeks connection. Single, Christian. 12 years' experience, traveling entire United States. Will go anywhere. Box 952, Printers' Ink.

Art Director—Artist, fifteen years' experience national advertisers, printers. Fine layouts, finishes, ideas, color; unusual qualifications. Moderate salary for good connection. Box 947, Printers' Ink.

A-1 ARTIST AND VISUALIZER

who can put his stuff across. Very high sales record in displays and general advertising. Who will let him prove his ability? Box 953, Printers' Ink.

ART DIRECTOR—desires connection with agency or advertiser. Has handled various large national accounts. Thoroughly experienced on visuals, typography and does some finished work. Box 943, Printers' Ink.

ART DIRECTOR—A-1 LAYOUT MAN—INDUSTRIAL DESIGNER—TYPOGRAPHER . . . CREATIVE . . . DYNAMIC . . . VERSATILE. Familiar with production. Box 942, P. I.

Industrial Advertising Man

Excellent all-around experience in advertising department of machinery manufacturer. Have handled purchase of printing, art-work, and engravings; produced sales and direct mail literature; prepared copy and layout for trade paper advertisements; etc. Engineering college graduate. Age 28. Married. Now employed in New York area. Box 940, Printers' Ink.

ARTIST

Versatile illustrator, cartoonist and letterer; a creator with twist, brains and finger-skill. All forms advertising—ideas, visuals and execution, any medium. Distinctive pen-and-ink technique for comica, character and fashion illustration. Age 30, fifteen years' varied agency experience here and abroad. Four years present connection, serving national advertisers. Seeks wider scope for endeavor. Box 941, Printers' Ink.

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